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Good Governance Assessment in
National Olympic Committee of
Cambodia

캄보디아 국가 올림픽위원회의 훌륭한 거버넌스
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Abstract

Good Governance Assessment in National Olympic Committee of Cambodia

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This research aimed to identify the degree of good governance in the National Olympic Committee of Cambodia (NOCC). At the same time, it attempted to discover the strengths and weaknesses of NOCC governance practices in order to identify the opportunities for improvement in the organization.

The first four research questions were developed to measure the current good governance level of the organization then investigate what area within NOCC that needs to be improved in parallel with good governance

theoretical framework and followed by a basic set of recommendations for good governance practices.

Qualitative research method approach was recognized as the suitable research method and research was conducted accordingly. Document analysis was used to identify the current level of good governance in NOCC by applying the Sports Governance Observer (SGO) self-evaluation tool developed by Play the Games and Danish Institute for Sports Studies. The SGO consists of four most important components with regard to good governance concept, namely transparency, democracy, checks and balances, and solidarity. Then, the study continued with the semi-structured interview in order to answer the fifth research question, which identifies what frameworks should be taken to enhance good governance practices within the organization.

The analysis indicated that the result of NOCC's good governance is unsatisfactory. Two out of the four dimensions, namely democratic process and solidarity, of good governance assessment tool managed to score above average. The other two dimensions received very low scores, meaning that these dimensions need the extra effort and the focus to improve its practices.

The study designed appropriate conceptual frameworks to improve the two dimensions that received the lowermost scores, namely transparency and checks and balances.

To ensure that the proposed conceptual frameworks are successfully applied, the governing body of NOCC, particularly Executive Committee should be held accountable for the implementation because it is ultimately obliged to supervise and monitor the administration and management of the organization to assure prosperity of the organization it governs.

Keywords : Good governance, Sport governance, Sport organizations, Non-profit organizations, Good governance in Cambodia sport organizations

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Table of Contents

Abstract	i
Table of Contents.....	iv
List of Tables	vi
List of Figures.....	vii
Chapter 1. Introduction	1
1.1. Current Context.....	1
1.2. Research Significance	4
1.3. Research Purposes.....	6
1.4. Research Questions	7
1.5. Thesis Structure	7
Chapter 2. Literature Review	9
2.1. NOCC Organizational Structure.....	9
2.2. Theoretical Perspective of Governance.....	14
2.2.1. Economic Origins – Corporate Governance.....	15
2.2.2. Political Origins – Good Governance	16
2.3. Corporate and Non-Profit Governance.....	18
2.4. Sport Governance.....	20
2.5. Principles of Good Governance in Sport.....	24
2.6. Sport Governance Observer.....	27
Chapter 3. Research Methodology.....	31
3.1. Overview	31
3.2. The Sports Governance Observer – Suitability and Modification.....	32
3.3. Analyzing Data	33
3.4. Interview	34
3.4.1. Semi-Structure Interview.....	35

3.5. Population and Sample	37
Chapter 4. Result	39
4.1. Results of the Sport Governance Observer.....	39
4.2. Sport Governance Observer Scores	41
Chapter 5. Discussion and Conclusion	47
5.1. Comparison of the Sport Governance Observer Scores.....	47
5.2. Semi-Structured Interview Discussion.....	50
5.2.1 Transparency.....	51
5.2.2. Checks and Balances	57
5.2.3. Recommendations	62
5.3. Future Research	68
5.4. Conclusion	69
5.5. Limitations of the Research.....	70
Bibliography	72
Appendix A	77
Appendix B.....	107

List of Tables

Table 1. SGO Index and SGO Scores	40
Table 2. Scores of the NOCC on Individual Indicator of SGO	46
Table 3. SGO Index and SGO Scores – 35 International Sports Federations	49
Table 4. SGO Index and SGO Scores – Vietnam Olympic Committee	49
Table 5. SGO Scores Comparison: NOCC, VOC and 35 International Sports Federations.....	49
Table 6. The General Background of Interviewees	50

List of Figures

Figure 1. Organizational Structure of NOCC.....	12
Figure 2. The Relationship between NOCC and its Stakeholders.....	14
Figure 3. SGO Result Chart: NOCC.....	41

List of Abbreviations

ANOC	: Association of the National Olympic Committee
ASC	: Australian Sports Commission
BIBIGIS	: Basic Indicators for Better Governance in International Sport
EC	: Executive Committee
FIFA	: Fédération Internationale de Football Association
IAAF	: International Association of Athletics Federations
ISFs	: International Sport Federations
IOC	: International Olympic Committee
NOC	: National Olympic Committee
NOCC	: National Olympic Committee of Cambodia
NSFs	: National Sport Federations
OCA	: Olympic Council of Asia
OECD	: Organization for Economic Cooperation and Development
SEA Games	: Southeast Asian Games
SEAGF	: Southeast Asian Games Federation Council
SGO	: Sport Governance Observer
UEFA	: Union of European Football Associations
VOC	: Vietnam Olympic Committee

Chapter 1. Introduction

This chapter described the general context of the research through presenting the current concern of international sport organizations; outlined the organization's structure and role; introduced the Sport Governance Observer (SGO); and discussed the organizational governance and necessities for further study on the degree of good governance in NOCC. The chapter was proceeded by emphasizing the significant and purposes of the research; outlined the research questions; and ended by thesis's structure.

1.1. Current Context

Over the last few decades, the concern about governance standard of sport had seriously threatened the credibility of international sport governing bodies. The growth of mortifications in sport has continuously increased that ruined the trustworthiness of the sport and its governing bodies. Also, international sport governing bodies have been engulfed in corruption and doping crisis that have seriously threatened legitimacy in sports. Among the most publicized of these has been the allegations of corruption cases in football's world governing bodies with suspension of FIFA President Sepp Blatter and UEFA President Michel Platini from all football-related activities (BBC News, 2015); the criminal investigation of

the former IAAF President Lamine Diack on suspicion of taking bribes to cover up positive doping tests (BBC News, 2015); and the state-sponsored doping and cover-ups in Russia (Mullen, 2015) that have urged the International Olympic Committee (IOC) to call both national and international sport governing bodies to step up their fight against these issues which have gravely harmed the credibility of sports.

In the Olympic Summit in 2013, the IOC emphasized its concern on good governance practices and strived for further enhancing the respect for principle good governance and ethics. At the 127th IOC session in December 2014, the IOC had adopted 40 recommendations for the Olympic Agenda 2020 which has unanimously approved by IOC's members (Jones, 2014). Thomas Bach's Olympic Agenda 2020 is regarded as a roadmap for fighting both corruption and doping as well as promoting transparency and good governance in order to ensure the future of the Olympic Movement.

In 2012 and 2013, the "Action for Good Governance in International Sports Organizations" project was developed by the Danish Institute of Sport Studies and Play the Games with the establishment of Sport Governance Observer that comprises of four dimensions, namely transparency, democracy, checks and balances and solidarity. The establishment of this self-evaluation tool seeks to explore the degree of good

governance practices in international sport organizations.

The NOCC was officially recognized by IOC on 19th June 1961 under the name Khmer Olympic Committee. However, NOCC was demolished from 1975 until 1982, then suspended from IOC because of civil war which created long-lasting political instability in the country. After the political stability in the country was assured by Royal Government of Cambodia, NOCC was reestablished in 1983 and recognized by IOC in 1994. Cambodia participated in the Melbourne Summer Olympics in 1956 for the first time, represented by two equestrians. In Rio Olympic Games in 2016, NOCC managed to send 6 athletes in 4 sports, including swimming, athletics, Taekwondo, and Wrestling (Manjunath, 2016).

NOCC is the umbrella organization which responsible for developing and promoting the Olympic Movement in Cambodia as well as protecting the interests of the IOC (Olympic Charter, 2011, Rule 27). Its major accountability is to enhance the performance of elite athletes on the international stage which aims to promote national prestige and bringing glory to the country. In addition, an essential task of this organization is to constitute, organize and lead Cambodia national team to participate at the regional, continental, and Olympic Games or world multi-sports competitions patronized by the IOC (Olympic Charter, 2011, Chapter 4).

Although the management structure, roles, and responsibilities of an individual executive board member of NOCC are clearly stated in its Statutes (NOCC Statutes, Article 46), the Executive Committee does not have clearly defined tasks to accomplish this responsibility. Moreover, there are no good governance code or assessment procedures have been adopted to assure good governance practices for this organization. Hence, there needs to be a systematic mechanism for measuring the organization's performance as well as creating a guiding principle in order to ensure its future legitimacy.

1.2. Research Significance

In the IOC's Executive Board meeting in Lausanne on December 2015, the issues that were comprehensively discussed in the dialogue include good governance in sport and the protection of clean athletes (IOC, 2015). As a result, the IOC proposed all sport organizations, including its affiliated National Olympic Committees (NOCs) to further enhance good governance standards. The IOC declaration, which was unanimously adopted during the Executive Board meeting in Lausanne on 10 December 2015, stated that "The basic principles of good governance, including transparent and democratic decision-making processes, financial reporting and auditing according to international standards, publication of financial

reports and ethics and compliance rules, etc. to be applied during 2016.”
(IOC, 2015).

As the IOC demanded all affiliated NOCs to apply the Basic Universal Principles of good governance, it is important for NOCC to ensure that its current practice is fulfilled with the requirement of IOC good governance principles. In addition, the incompetence of good governance practice in sport organization will hold sports development back from accomplishing its goals to benefit athletes and society. Since there is no research has been conducted to analyze good governance practices of sport organizations in Cambodia, specifically NOCC, it is difficult for this sport governing body to make further reform on its organizational management. Therefore, this research will be a significant endeavor to enhance good governance in NOCC by examining its main barriers to adopting good governance principles, identifying the possibility of improving governance dimension and establish a practical recommendation.

There are two recognized assessment tools to evaluate the degree of good governance in International Sport Organizations, namely the ‘Basic Indicators for Better Governance in International Sport’ (BIBGIS) and the Sport Governance Observer (SGO). The BIBGIS tool mainly focuses on International Sport Governing bodies, in which some indicators would be

hard to apply in local or national sport context (Chappelet & Mrkonjic, 2013, p. 9). The Sports Governance Observer, developed by leading experts with high level of proficiency in sport governance, is considered more suitable to national sport organizations because it allows any individuals with basic understanding into their own sports organizations can check the practices of the good governance of the institution (Alm, 2013, p. 6-7). The Sport Governance Observer has been used to assess good governance practices in 35 major International Sports Federations whose sports had been chosen to take part at the Rio Olympic Games 2016 (Geeraert, 2015).

1.3. Research Purposes

The main objective of this research is to measure the degree of good governance practices that is being implemented in NOCC by using Sport Governance Observer assessment tools for international sport organization with a modified version in order to suit its context. Moreover, it aims to discuss the strengths and weaknesses of NOCC governance structures in order to identify the main challenges and opportunities for improvement for the development of NOCC as well as suggesting a suitable good governance framework. In addition, this study also seeks to identify the external views of stakeholders on the governance of NOCC.

Since there is no research has been conducted in assessing good

governance in NOCC, this study seeks to initiate a discussion dialogue and keep as a reference for a future study to contribute to the development of good governance practices in Cambodia sports system.

1.4. Research Questions

The prime focus of this research is to inspect the degree of sports governance in NOCC and then determine the appropriate good governance principles which are applicable to further develop good governance practices in the organization. Therefore, the following five research questions were developed for the study:

- RQ1. What is the current level of transparency of NOCC?
- RQ2. What is the current level of democratic processes of NOCC?
- RQ3. What is the current level of check and balances of NOCC?
- RQ4. What is the current level of solidarity of NOCC?
- RQ5. What frameworks can be taken to enhance good governance practices in NOCC?

1.5. Thesis Structure

Chapter two discussed the literature review in order to form a theoretical framework for the study and define the concept of governance from general theory to more precise explanation of sport governance.

Chapter three discussed and described the procedures of how the study will be conducted and explained the applicable process that will be used to answer the research questions. It explained the research procedures, the interview sampling, the research tools, the data collecting, and the theoretical frameworks analyzed. The study began with conducting the self-assessment for good governance based on data analysis with the direct discussion with senior staffs in the organization. The research was proceeded by conducting the interview to further determine the core issues in order to create recommendations for enhancing governance practices of NOCC. Chapter four provided results on the current governance practices.

Chapter five presented the discussions which are formulated based on the interview results. Additionally, the researcher defined suitable good governance theories to build practical and feasible good governance frameworks and dimensions that can be applied in NOCC context in order to further improve good governance practices in the organization.

Chapter 2. Literature Review

2.1. NOCC Organizational Structure

The NOCC is the national sports governing body in regards to Olympic affairs that is officially registered to the Olympic Council of Asia (OCA) and the IOC. In October 2013, Dr. Thong Khon, who is the President of Cambodia Gymnastics Federation, was elected as the NOCC President of the 6th term for the four-year mandate (Manjunath, 2013). The President has the legitimate authority needed to perform his accountabilities of the office and shall be accountable to the Executive Committee (EC) for the management of all the undertakings of the organization. The General Assembly has the supreme power to oversee the organization and shall be held once a year. In addition, the position of President is elected from nomination received from the affiliated National Sport Federations (NSFs) of Olympic Sports. The other ten EC members are elected from the candidates who officially nominated from their respective NSFs on the Olympic program and Non-Olympic program. The EC members are elected through the General Assembly with the four-year mandate. The EC consists of one President, two Vice-Presidents, one Secretary General, one Treasurer, and six Members (Ponlork, 2015). The EC is primarily accountable for

defining organizational strategies, managing both human and financial resources to accomplish its strategic objectives, monitoring organizational performance, and identifying core values and standards of the organization. Moreover, the EC is responsible for creating a mission statement for the organization. A mission statement is an explanation of the core values and purpose of the institution. This statement serves as a guide for all actions taken in the management of the institution. Once a mission statement has been agreed upon, the board supports the secretariat in implementing it. The Board maintains a strategic focus on its governance, however; the responsibility for implementing the strategic plan and managing operating activities rests with the NOCC secretariat.

The NOCC's Secretary General, who was also elected by the General Assembly, is in charge of managing day to day administration and operation of the organization in consultation with the President (Figure 1). The NOCC Secretariat consists of 6 sub-departments, including:

- Department of Finance
- Department of Project Planning
- Department of International Relations and Games
- Department of Event Management and Marketing Promotion
- Department of Olympic Media

- Department of Administration

There are also four sub-commissions which are managed by the Secretary General under the supervision by the EC, comprising of:

- Women and Sport Commission
- Sport Medicine and Science Commission
- Athlete Commission, and
- Olympic Value and Education Program (OVEP) Commission.

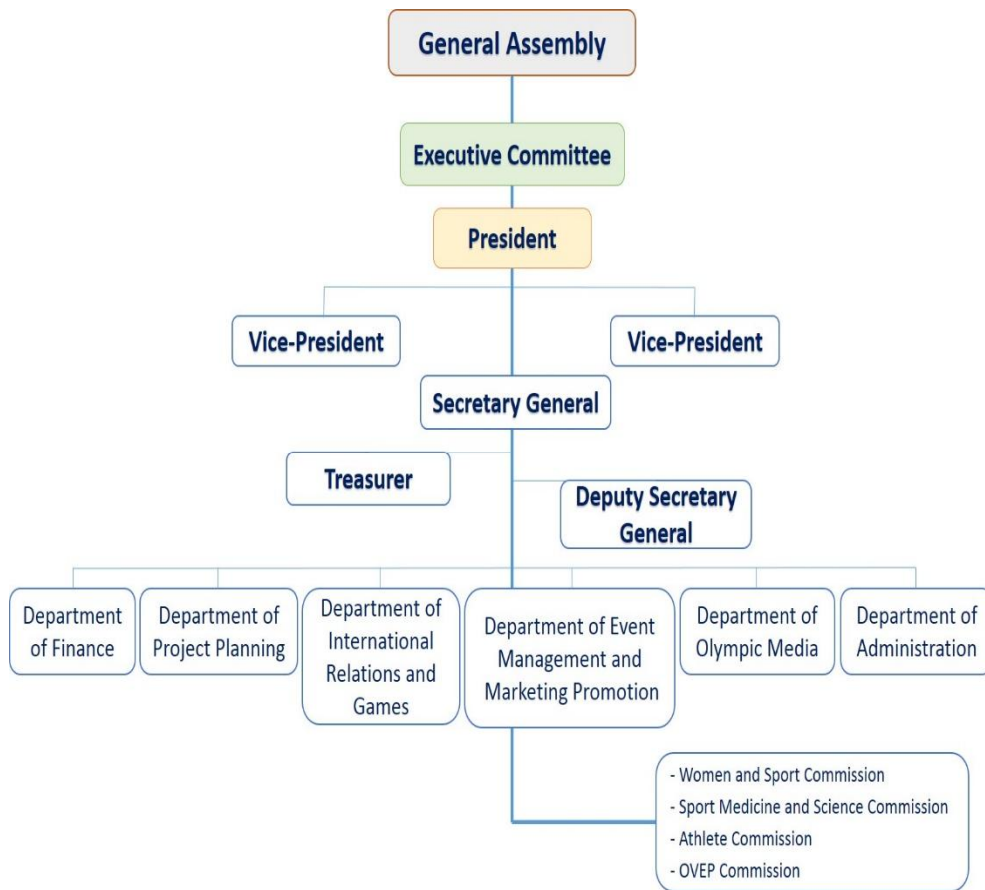


Figure 1. Organizational Structure of NOCC
(Source: NOCC Secretariat)

The relationship between NOCC governance structure with external stakeholders can be distinguished by three types, including Vertical-Above, Horizontal, and Vertical-Below (See Figure 2). Regarding the “Vertical-Above”, the IOC is the ultimate authority of the Olympic Movement which has the power to oversee the NOCC to ensure its accountability, transparency, and efficiency. The Olympic Solidarity, under the patronage

and supervision of IOC, provides support to the NOCC through multi-faceted programs prioritizing athlete development, training of coaches and sports administrators, and promoting the Olympic values (Olympic Charter, Rule 5). In addition, NOCC is the member of the Association of the National Olympic Committee (ANOC) which has the authority to manage the general affairs for the National Olympic Committee, to give support, advice, cooperation and recommendations for the development. The ANOC also collaborate with Olympic Solidarity to advance programs that support and improve the wellbeing of NOCs and ensure the effective distribution of resources to NOCs (ANOC Constitution, Rule 5). Regarding the continental level, the NOCC is governed by Asian sport governing body known as the Olympic Council of Asia (OCA) which is the apex sports body controlling the sports in Asia. As Cambodia is located in the Southeast Asian Region, the NOCC is member of the Southeast Asian Games Federation Council (SEAGF); and its primary responsibility is to organize the Southeast Asian Games (SEA Games) which shall be held every two years. In term of “Horizontal” level, the NOCC jointly collaborate with Ministry of Education, Youth and Sport to enhance the development of physical education and sport as well as ensuring the quality of sport administrators. The NOCC also cooperate with sponsors and media in order to further

support the national athletes as well as promoting sport for all activities. On the other hand, the “Vertical-Below” consists of stakeholders which NOCC holds authority, including the affiliated NSFs and the national athletes. On the other hand, the NOCC also collaborate with various stakeholders in order to boost the development of Olympic Movement in the country.

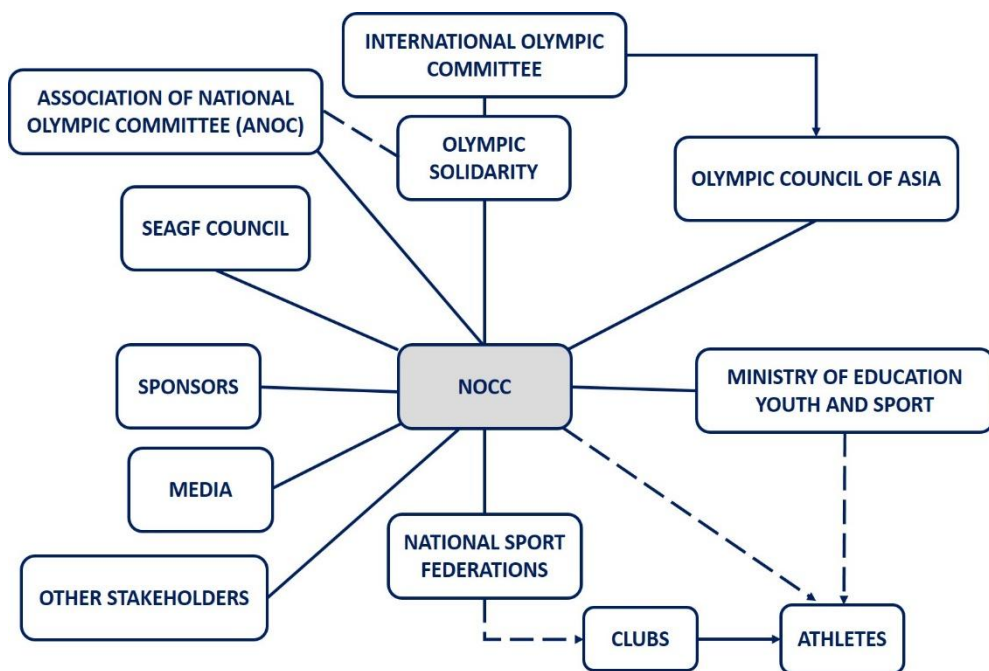


Figure 2. The Relationship between NOCC and its Stakeholders

2.2. Theoretical Perspective of Governance

In the late twentieth century, the theoretical perspective of “governance” became one of the most remarkable dialogues which has received significant scrutiny from scholars from various academic fields and

disciplines because the concept is practical to miscellaneous subjects, relationship and organizations took part in the process of governing either profit-oriented or non-profit affair. However, the term does not seem to have been consistent due to the fact that it has generated different interpretations and justifications. The concepts and terminologies cannot be universally applied due to geographical and political differences and cultural diversity. Since the term governance is recognized for all manner of entities, it is usually illustrated more specifically to fit a certain 'level' of governance associated with a diversity of institutions, including local and global governance, corporate and democratic governance...etc.

2.2.1. Economic Origins – Corporate Governance

The concept of corporate governance has been adopted since the 80s which lie in the business sector. The rationale behind the creation of this term due to the shift of interest, away from management and towards the role of the board. Although it had simply not been given a name, this concept had been applied for a long time ago (Tricker, 2009).

Corporate governance is about who exerts control. As the ownership of companies can be shared by many shareholders, those who own them and those who manage them, are in my cases, not the same people. In the eighteenth century, the economist Adam Smith pointed out an important

governance issue that arises from this arrangement. In his well-known book “The Wealth of Nations” he wrote:

“The directors of such companies however being the managers rather of other people's money than of their own, it cannot well be expected that they should watch over it with the same anxious vigilance which the partners in private copartnery frequently watch over their own. ... Negligence and profusion, therefore, must always prevail, more or less, in the management of the affairs of such a company.” (As cited in Cadbury A., 2002, p.5)

Corporate governance primarily emphasizes on how the owners can control the management. Or, to put it more precisely: How can it be ensured that the management acts in the best interest of the owners, while at the same time performing successfully? Accordingly, corporate governance theories are mainly concerned with the role of the board and its relationship to the management (Carver, 2010).

2.2.2. Political Origins – Good Governance

The concept of good governance stems from development policy, where the good governance principles became one of the requirements for the developing countries to receive financial support. The term was created in the late ‘80s and early ‘90s when the end of the Cold War opened up new

opportunities for donor nations. After the end of the conflict between east and west, donor nations increased their demands for the adherence to good governance principles.

There are two major intergovernmental organizations that played significant roles in developing the concept of good governance, namely the World Bank and the Organization for Economic Cooperation and Development (OECD). According the OECD, governance is defined as “the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development...” (OECD, 1995, p. 14). The World Bank (1993) defined governance as the “the method through which power is exercised in the management of a country’s political, economic and social resources for development”.

Good governance implies a concrete approach to controlling and leading that operate primarily in a liable, accountable and transparent aspects with respect to the notions of effectiveness and lawfulness and harmony which wishes to stimulate the privileges of every individual and the public good (Munshi, 2004). In addition, democracy is another fundamental value of good governance which covers various principles, including: participation, accountability, transparency, rule of law, separation

of powers, access, subsidiarity, equality and freedom of the press (UN, 2006, p. 7).

2.3. Corporate and Non-Profit Governance

The corporate and non-profit governance can be categorized by various aspects. Corporate governance refers to managing and directing of profit-seeking entities that strive to ensure owners and shareholders benefits. In contrast, non-profit governance is mainly governed by non-profit-seeking entities to promote public well-being. Drucker (1990) highlighted that the decision-making in non-profit organizations is generally affected by external factors in which the board in profit-seeking corporations has an inclusive authority on how the organization is to be governed, managed and structured (As cited in Hoyer & Cuskelly, 2007, p. 6-7). On the other hand, organizational goals and objectives also differentiate both profit-oriented and non-profit governance. While the most important mission of board members of profit-seeking entities seek to maximize the possible profits for owners and shareholders, by contrast, board members of not-for-profit organization aim to accomplish the organizational missions. One of the essential elements of good governance in non-profit organizations includes board independence and board attention because their primary responsibility

is to ensure public interest rather than focusing on the benefits of the owner or other private parties.

Despite having some structural and operational differences, both entities share varieties of governance components. Both organizations have similar board's oversight role, decision-making power, and the legal obligations of an individual member. The charter of both profit-oriented and non-profit organizations clearly stated the authority to direct and supervise the management of the bodies' activities. Both types of organizations are legitimized by the state law to self-regulate significant divisions of power and accountabilities and then binds them to obey their organizational governance principles. In a well-managed entity of both profit and non-profit kinds, the board seeks to avoid executives to control and lead board meeting, set agendas, or decide on the information to be disseminated to board members (Rosenthal, 2012). The active and operative board chair attempts to provide an opportunity for other executives, internal and external experts, and independent consultants (if necessary) to obtain and deliberate reports of a board meeting to get rid of dominant control from the chief executives. Since the board of directors has the exclusive power to decide on the organizational strategic goal and direction, the governance of both corporate and non-profit entities primarily be determined by them

because their roles and legal duties are to supervise the entire management of the institutions and ensure the organizational fulfillment.

2.4. Sport Governance

There are several reasons why good governance principles are significant for sport organizations and why they should come to deal with the issues. The sport itself has transformed over time; it has become more and more commercialized, professionalized, and globalized that led to an increased public and media attention. There are four main reasons that the commercialization of sport has made the impact on the independence of international sport governing bodies, including: (1) the enormous growth of revenue in sports that has incentivized possibility of misbehaviors made by officers; (2) the emerged of sports from its initial amateur status to professionalism; (3) the excessive growth of (international) illegal conducts in sport; (4) the concerning on sustainability in relation to hosting mega sport events that requires huge investments (Geeraert, 2015, p.14). Due to this rapid evolution, the conditions that have to be fulfilled have extremely escalated which is difficult for the existing structures to keep up with fast development and are thus not ready to face the new challenges. These burdens require sport organizations to minimize their risk, while at the same time working in a more professional way. Another factor is the increased

media intention, which puts the sport organizations' work in the spotlight and makes it subject to public scrutiny. The respect of good governance principles turns out to be obligatory for sport governing bodies to exchange for the high status of their sports in society. Without standard governance practices in the sport organization, it leads to the withdrawal of sponsorship, the drop in sport participation, and desirable for government interference (UK Sport, 2004).

Several sport organizations attempted to develop their own definitions of sport governance since there is no universal agreement on the concept (SPARC, 2004). The Australian Sports Commission (ASC, 2012) defined governance as “the system by which organizations are directed and managed”. In addition, the Sport and Recreation New Zealand (2004) described it as “the process by which the board; sets strategic direction and priorities, sets policies and management performance expectations, characterizes and manages risks, and monitors and evaluates organizational achievements in order to exercise its accountability to the organization and owners” (SPARC, 2004, p.16). Ferkin and Shilbury (2010) described sport governance as “the responsibility for the functioning and overall direction of the organization and is a necessary and institutionalized component of all sport codes from club level to national bodies, government agencies, sport

service organizations and professional teams around the world” (p. 235).

None of the sport organizations, however, can act independently of other agencies in the sporting system.

Elements of the greater public are also partners of sport organizations. Especially governments and sponsors have to be taken into account, as they provide much of the financial means that enable the organizations’ work. These partners have started to make their financial support conditional, and their demands are understandable. As a result, governments try to minimize their risk by restricting the traditional autonomy of sport organizations. Just like it could be seen in the development policy, governments are increasingly making the adherence to good governance practices a condition for autonomy and financial support. What becomes apparent is that the implementation of good governance principles can help sport organizations to demonstrate professionalism and integrity, thus winning the partner’s confidence. Another reason for sport organizations to tackle the issue of good governance is the many, at times, heterogeneous stakeholder groups. The aspects of representation and transparency are especially crucial here. Whoever – following good governance principles – communicates in a clear and transparent way and who has established structures, which allow for participation and

representation of all stakeholders, will in the long run reach greater acceptance among them (Hoye & Cuskelly, 2007 & Expert Group “Good Governance”, 2012).

In sport, the governing role has not yet significantly applied by scholars and practitioners because the insufficiency of contemporary research and theoretical attention to illustrating the complexities of governance within sport organizations (Hoye & Doherty, 2011). As an emerging field of inquiry, scholars attempted to transform theoretical framework from more developed bodies of knowledge from within the commercial, public and non-profit governance domain to adjust and advance theoretical models of sport governance (Ferkins & Shilbury, 2010). Hoye and Doherty (2011) emphasized that the cotemporary academic attention regarding sport governance sought to focus on organizational governance and, more precisely governing of non-profit sport organization (p.107-110). In addition, Shilbury, Ferkins, and Smythe (2013) specified that “...scholars have sought to establish the role of the board in sport organizations; volunteer motivations for serving in the governing role; executive committee cohesion and decision-making; board performance and structure; the shared leadership dynamic between the board and CEO; and board strategic capability” (p.350).

2.5. Principles of Good Governance in Sport

The current global concerns in sport, including corruption, doping, match-fixing, misbehaviors and inadequate governance practices within sports governing bodies has called for good governance. The concepts good governance in sports have emerged expeditiously in various cultures and different regions around the world, influenced by many theoretical perspectives, and with numerous designs. With the establishment of Declaration on Sport in 2000 by the European Council, calling for the accountability of sport governing bodies together with the first International Conference on Governance in Sport in 2001 in Brussels, numerous sport governance experts, national and international sport organizations attempted to conceptualize the principles of good governance particular to sport (Chappelet & Mrkonjic, 2013, p.4). In academic point of view, Henry and Lee (2004, p.31) were among the first scholars to define the concept of good governance in sport with the suggestion of 7 key principles of good governance for the management of sporting organizations, comprising of:

1. Transparency: clarity in procedures and decision-making, particularly in resource allocation.

2. Accountability: sporting organizations are not only responsible to financial investors through financial reporting procedures, but also to those who invest other resources in the organization.
3. Democracy: access to representation in decision-making should be available to those who make up the organization's "internal constituencies".
4. Responsibility: for the sustainable development of the organization and its sport, and stewardship of their resources and those of the community served.
5. Equity: in treatment of constituencies – for example gender equity in treatment of sports participants.
6. Effectiveness: the establishing and monitoring of measures of effectiveness with measurable and attainable targets.
7. Efficiency: the achievement of such goals with the most efficient use of resources.

The Council of Europe (2005) published the Recommendation Rec 8 that recommends the non-governmental sport organizations to respect four important principles of good governance in sport, including: (1) Democratic structures based on clear and regular electoral procedures open to the whole membership; (2) Organization and management of a professional standard,

with the code of ethics and procedures for conflicts of interest; (3) Accountability and transparency in decision-making and financial operations; and (4) Fairness in dealing with membership, including gender equality and solidarity.

In 2008, IOC introduced the Basic Universal Principles of Good Governance of the Olympic and Sports Movement which served as guidelines for its affiliated members of the Olympic Movement, including the National Olympic Committee to follow in order to enhance credibility and trust in sport. The principles are categorized into 7 sections which consist of:

1. Vision, mission, and strategy
2. Structures, regulations, and democratic process
3. The highest level of competence, integrity, and ethical standards
4. Accountability, transparency, and control
5. Solidarity and development
6. Athletes' involvement, participation and care; and
7. Harmonious relations with governments while preserving autonomy.

The rationale for the establishment of such 'basic universal principles' was to emphasize good governance as the fundamental basis to

secure the autonomy of Olympic and sport organizations. Beyond its own governance, the IOC wants to impose better governance in the whole Olympic and sport movement, i.e. on the Olympic system to secure its full autonomy or self-governance.

2.6. Sport Governance Observer

The SGO assessment tool was jointly established by Play the Game and Danish Institute for Sports Studies in 2012 and 2013, in collaboration with six renowned European universities and the European Journalism Center. It is a self-evaluation checklist for assessing good governance practices in international sport organizations. The objectives of establishing this tool is to define guiding codes, stimulate the exchange of ideas and evaluate the status of international sport organizations with respect to good governance principles (Geeraert, 2015, p. 11). The SGO checklists comprised of four dimensions that considered as the utmost elements with regard to good governance in sport, including transparency and public communication, democratic process, checks and balances, and solidarity.

1. Transparency and public communication. According Ball (2009), transparency refers to the “degree of openness in conveying information” (p. 297). It is the ultimate component of good governance and lack of transparency often cause to failures of

governance (OECD, 2004, p. 50; Hood & Heald, 2006). By encouraging all stakeholders to actively monitor the operation and management of the organizations will lessen the possibility of opportunistic misconduct of the governing bodies. Sport organizations are obliged to ensure that public interest is provided to society, so their organizational administration and operation should be exposed to public scrutiny. Also, sport organization must be highly accountable to all stakeholders by demonstrating a high degree of transparency as they are mainly externally funded.

2. Democratic process. Democratic processes concern with the involvement of individuals, who are affected by the outcome, in strategic development processes (Arnstein, 1969; Pateman, 1970). The high degree in democratic processes will assure that the organization is operating with high responsibility and efficiency (As cited in Geeraert, 2015, p. 38). Sports organization needs to have a high degree of autonomy so that it can function according to its own significances, therefore; it is important for the sport governing bodies ensure its democratic legitimacy through

respecting rule and norms of democratic values (Geeraert, 2015, p.38).

3. Checks and balances. Checks and balances is one of the core elements of good governance that importantly focuses on building a strong separation of power in the organization to make sure that any decisions are made forcefully and autonomously without any inadequate interferences (Geeraert, 2015, p.38). It seeks to establish a clearly separated duty and responsibility in the organization as well as to ensure that no individual or single body have supreme authority in term of decision-making (Aucoin & Heintzman, 2000).

It is important for the sports organization to adopt a clear separation of power and self-regulating between the governing bodies in sports organizations, particularly executive, legislative and disciplinary body. An adequate separation of power will ensure that any misconducts, made by the governing bodies, can be scrutinized. This concept should be applied to both managerial and board level to prevent any departments or board members from having too much power and forces collaboration in fulfilling tasks. In contrast, without a proper internal balance

of power in the sports organization can be regarded as one of the main factors of corruption, the concentration of power, and lack of democracy in sport.

4. Solidarity. Solidarity concerns with the accountability of sports organization toward its internal and external stakeholders (Geeraert, 2015, p.39). The sport has exceptionally gained sociocultural values that it can play an extreme role in the development of society. At the same, it relies heavily on public financial support. The cost for developing elite sports, hosting mega events, and building infrastructures etc., require a huge amount of government fund. In return for using the enormous public money to invest in sport, it seems fair that sports organization should use its potentiality to contribute to a wealthier society.

Chapter 3. Research Methodology

The study sought to understand the recent degree of good governance practices in NOCC in order to explore the possibility for improvement and also create suitable recommendations in term of good governance for the organization. This chapter described the methodological considerations and processes that were applied in this research.

3.1. Overview

Through the literature review in Chapter two, it indicated that research questions in this study are not comprehensively answered by the existing sport governance framework because there is no sufficient theory or model that reflect the problems under investigation in this study. By using the existing assessment tool of the Sport Governance Observer survey from Play the Game, the researcher developed a modified version that is contextually appropriate for the national sports system.

The qualitative research is an appropriate method for this study with outcomes generated from interviewees. By using the interview method in the study, it can collect the most comprehensive information in qualitative research (Skinner, Edwards & Corbett, 2015, p.54). Therefore, in order to have a sufficient answer for research questions, the researcher used

qualitative research approach which divided into two main phases. In the first phase of research, the researcher used document analysis as a research method in order to examine the level of governance practices in NOCC. In the second phase, the research was continued by using the interview to further examine the main challenges and betterment prospects in order to establish appropriate recommendations to develop good governance practices in NOCC.

3.2. The Sports Governance Observer – Suitability and Modification

The National sport organizations structure is recognized as a replica organization of the international sport governing bodies because both national and international organizations are mostly not-for-profit entities, nevertheless; they perform like profit organizations for the reason that commercialization in sport has exceedingly emerged (As cited in Chappelet & Mrkonjic, 2013, p.8). Thus, the researcher basically used the Sport Governance Observer as groundworks to measure governance in NOCC by developing an adjusted assessment tool to be practical in Cambodia sport system since the organization has similar structures and statutes which make this measurement tool a suitable instrument to be based upon. The Sports Governance Observer evaluation tool focuses on getting the information on the structure and bureaucratic practices of the NOCC in order to provide

correct score to each indicator. The main sources for obtaining information were the NOCC's statutes, rules and regulations and website. In addition, each criterion will be carefully checked with the senior officials who in charge of the fields. The documents were analyzed using a modified version of the SGO assessment tool to be suited to the context of Cambodia sports system. The conducting of self-evaluation by using SGO assessment tool to examine aforementioned documents of the NOCC will produce results that help to answer the first four research questions of this research. At the same time, the researcher able to construct interview protocol by using the obtained scores from the SGO survey results.

3.3. Analyzing Data

The SGO survey is a combination of four most important dimensions of good governance principles; each dimension consists of the unequal number of indicators (36 in total), including transparency (12 indicators), democracy (10 indicators), checks and balances (7 indicators), and solidarity (7 indicators) (See in the Appendix A). Each indicator is quantified by using a below scoring scales:

1. Not fulfilled at all	2. Weak	3. Moderate	4. Good	5. State of the art
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The below SGO index formula will be used to synthesized and examined the survey scores:

$$SGO\ index_{fed.x} = \frac{\left(\frac{\sum_{i=1}^{12} Trans_i}{12} + \frac{\sum_{j=1}^{10} Dem_j}{10} + \frac{\sum_{k=1}^7 Check_k}{7} + \frac{\sum_{l=1}^7 Sol_l}{7} \right) - 1}{4} \times 100$$

The result of SGO index formula is displayed in percentage that denotes the average of the four dimensions and the underlying 36 indicators.

3.4. Interview

In interview phase, the interviewer plays main role to ensure that the obtained information is useful for the research. Hence, the interview questionnaires must be well designed that needs to be attentive and fair-minded in order to produce beneficial data. The purpose is to compose questions and assure that interviewees will expressively show their point of views.

The interview can be designed in three formats, namely structured, semi-structured, and unstructured (Denscombe, 1998; Merriam, 2001). The structured interview is a highly inflexible method that is mostly conducted in verbal survey, which the interviewers purposely use this format to eliminate nonessential personal elements (Newman & McNeil, 1998). On the other hand, the semi-structured format performs in a more flexible way that allows interviewers ask further explanation on the pre-designed questions. For the unstructured format, interviewers conduct the interview without any formal agendas or pre-designed questions that may lead to any direction. This format usually has an in-depth sense and more subjective that allows respondents to freely express their thoughts. All of these

interview formats can be conducted through either face to face, by telephone, or by electronic means.

In conducting the interview using qualitative research, it can provide a lot of benefits, such as the interviewers obtain a direct answer, follow up questions, chance to validate data straightaway with flexibility (Denscombe, 1998; Newman & McNeil, 1998). Additionally, the information obtained from the respondents is insightful, thoughtful and straight from interviewee's point of view; and the interviewers will be able to get a higher rate of response, comparing to survey (Denscombe, 1998).

3.4.1. Semi-Structure Interview

Semi-structure interviews contain a set of open-ended questions related to the topic areas the researchers want to cover. According to Bernard (1988), semi-structured format is a perfect method for researchers who have no more than one opportunity to interview someone. The semi-structured interview methodology offers a comprehensive guideline for researchers to obtain trustworthy and valid data because the questionnaires can be developed prior to the interview. This allows the interview to be well-prepared and proficient to conduct the interview. Additionally, it allows interviewees to freely present their point of view in their own ways.

In the second phase of the data analysis, researchers conducted interview using semi-structured format in order to receive precise and profound outcomes on the respondents' viewpoints on their suggestions to improve good governance practices in the NOCC. The final outcomes of this semi-structured aimed to develop a set of suitable recommendations in order to advise for the organization's improvement in the near future. The design of the recommendations will also be relied on existing good governance principles and codes, which are adopted by world renowned scholars and sport governing bodies, in order to develop suitable suggestions for Cambodia sport system.

The content analysis and questionnaires for this semi-structure interview were designed based on the results of the SGO assessment, specifically indicators from the four dimensions of good governance. The interview is predominantly conducted and directed in compliance with the results generated from the previous section. The data obtained from this interview method would be developed to answer to the fifth research question – What frameworks can be taken to enhance good governance practices in NOCC? – The durations of the interviews were not the same which mainly depend on respondent's knowledge of good governance practices.

3.5. Population and Sample

Participants subjected to interview methods were directors, deputy director, and officials who have been working for the NOCC for more than four years. These senior staffs are aware of the governance practices in the organization since they have perceived a different kind of organizational culture and became part of the system. The directors and deputy directors play significant roles in the development process of organization's good governance practices, even though they don't have direct involvement in the decision-making stage. Since members in the top management may be re-elected each term, the staffs will carry on within the organization's movement. On the other hand, the affiliated national federations were also subjected to take part in the interview in order to widely examine the point of view of member federations regarding the governance practices in NOCC.

Participants were sent information sheets and in-depth interview schedule. Interviews design would involve fundamentally open-ended questions, aimed to allow the participants to provide definite suggestions for improving good governance in the organization. Due to travel inconvenience, cost and time consuming of using face-to-face interview, the research used direct-phone-call and online interviews methods to obtain data.

Chapter 4. Result

The primary emphasis of this chapter is to answer the research questions, by presenting the experimental data collected from good governance assessment. This section focuses on answering the first four research questions through using the SGO assessment tool.

4.1. Results of the Sport Governance Observer

In cooperation with relevant senior officials in NOCC, the researcher used the SGO to assess the level of good governance practices in this sport organization. The grades are given on the method mentioned in Chapter III. The SGO scores on individual indicator display the main strengths and weaknesses of the NOCC.

In the assessment process, the researcher took out some indicators from the SGO survey since they were not applicable to the NOCC context. The excluded indicators consist of indicator 2.4, indicator 4.3, indicator 4.4, and indicator 4.6. The three indicators, including 2.4, 4.3, and 4.4, discussed about the allocation of the hosting of major events, legacy requirement for hosting events, and environmental management system for its major events which are invalidly applied in the national sport system of Cambodia since NOCC does not own any major sport events. In addition, the indicator 4.6

stated that the organization should support the economically weaker member federation to participate in the NOCC general assembly. In Cambodia sport context, this is not a serious issue because all representatives can conveniently attend the general assembly with ease since both member federations office and the NOCC office are located in the same city.

The SGO index of the NOCC is 40%, which accumulated from transparency (16.67%), democratic process (66.75%), checks and balances (14.25%), and solidarity (62.5%). This overall score point clearly indicates that NOCC has severe governance problems with transparency and checks and balances.

Table 1. SGO Index and SGO Scores

Dimension	SGO Score (On a scale from 1-5)	SGO Index
Transparency	1.67	16.67%
Democratic Process	3.67	66.75%
Checks and Balances	1.57	14.25%
Solidarity	3.5	62.5%
Overall		40%

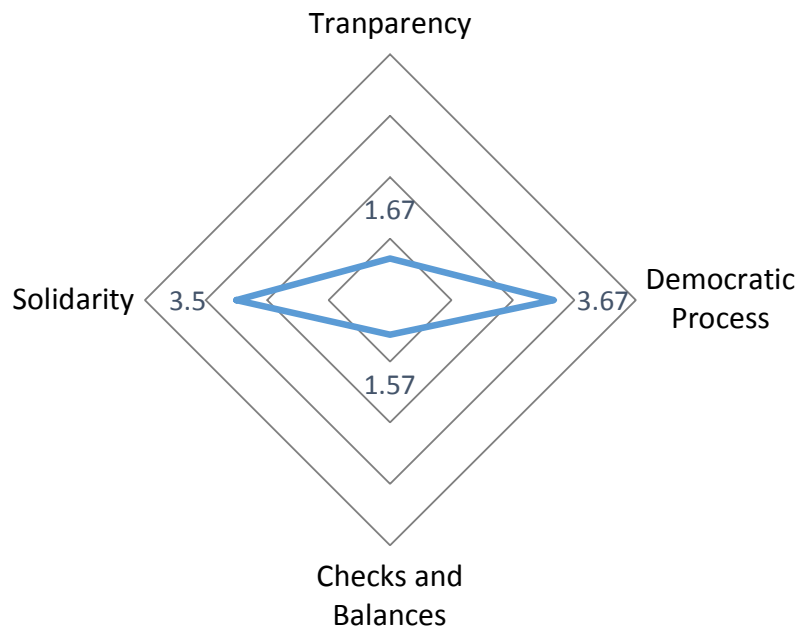


Figure 3. SGO Result Chart: NOCC

The table 1 and figure 3 showed that NOCC received moderate to weak scores on all dimensions, but the bottommost scores in the checks and balances (14.25%) and lack of transparency (16.67%), calling for the organization to take extra effort to develop these areas at the same time not to be careless and ignore areas with better score. The organization receives moderate scores in two dimensions, namely democratic process (66.75%) and solidarity (62.25%).

4.2. Sport Governance Observer Scores

High Scores (5 out of 5):

- The NOCC provides opportunity for the athletes to represent in the organization. It allows the Athletes Commission and Women Commission to have their representatives in the governing body, with both chairman/woman of the commissions are currently the member of the EC.
- The NOCC General Assembly meets every year and the procedure is clearly enshrined in the statutes for convening emergency and special meetings.

Good Scores (4 out of 5):

- The NOCC gives media access to its general assembly meetings and statutory meetings which media agencies are allowed to take photo, broadcast, and webcast or recorded and/or transmitted by audio or video means.
- The President and all EC members are elected by the General Assembly.
- The election procedures of the NOCC's President and EC member are in place with the basis of secret ballots and cover information on people qualified to vote and majority or percentage needed to win the election.

- As enshrine in the NOCC's statutes, the organization defines a quorum for both legislative and decision-making bodies which require 50%+1 to convene the meeting in the executive board.
- The NOCC's Executive Committee meets quarterly with agendas are scheduled and informed to members within 7 days prior to the meeting.
- The NOCC's finances are yearly audited by internationally recognized audit company which is assigned by the International Olympic Committee.
- The NOCC has Social Responsibility program on improving social, cultural, educational communities.
- The NOCC offers consultation for its member federations in the areas of administration and management through both development courses and one-on-one counseling.

Moderate Scores (3 out of 5):

- In the selection process of NOCC's Executive Committee, the member federations that wish to nominate candidate for election must apply for their candidacy within 15 days prior to the General Assembly. The organization announces the candidates standing for election 30 days before the elections take place.

- The NOCC provide one quota for the female EC member.
- Specific resources of the NOCC are allocated for the grass-roots development but does not combine under a comprehensive strategy.
- The NOCC adopts policy directed towards combating discrimination in sport.

Low Scores (1-2 out of 5):

- The NOCC does not publish its statutes, organizational chart, and strategic objectives on its website.
- The General Assembly's agenda and minutes are not published in the NOCC website, but the organization provides them to all member federations through print-out official documents.
- Decision-making made in the NOCC's Executive Committee meeting is not published on the organization website.
- The NOCC publish basic information about its Executive Committee members which only consists of names and positions in the organization.
- The contact details of all NOCC's Executive Committee members and senior officials are not available on the organization's website.

- The NOCC publishes little information about its member federations on the organization's website.
- The NOCC provides annual general activity report to its member federations but does not publish on its website.
- The NOCC does not publish any reports of its standing committees on the organization's website. Also, the reports are not distributed to its member federations.
- The NOCC does not publish an externally audited annual financial report on its website according to recognized international standard. And, it does not provide externally audited annual financial reports to their member federations.
- The NOCC publishes reports on remuneration, including per diem payments and bonuses, of its board members and senior officials.
- The NOCC does not publish main event reports on its website.
- The NOCC does not have the term limit for president and EC members.
- The NOCC does not have an internal audit committee.
- The NOCC does not have a sufficiently high standard integrated control and risk management system.

- The NOCC does not Ethic Code for all its members and officials.
- The NOCC does not have the conflict of interest rules.
- The NOCC does not have an independent body to check the application of its rules.
- The NOCC's decision cannot be contested through internal channels specified in its governing document.

Table 2. Scores of the NOCC on Individual Indicator of SGO

Transparency		Democratic Process		Checks and Balances		Solidarity		Total	SGO Index
1.1	2	2.1	4	3.1	1	4.1	3		
1.2	1	2.2	4	3.2	4	4.2	4		
1.3	1	2.3	3	3.3	2	4.3			
1.4	4	2.4		3.4	1	4.4			
1.5	2	2.5	4	3.5	1	4.5	4		
1.6	1	2.6	1	3.6	1	4.6			
1.7	2	2.7	5	3.7	1	4.7	3		
1.8	2	2.8	4						
1.9	1	2.9	3						
1.10	1	2.10	5						
1.11	2								
1.12	1								
Mean	1.67		3.67		1.57		3.5		
Percentage	16.67%		66.75%		14.25%		62.5%		40%

Chapter 5. Discussion and Conclusion

This chapter is divided into two main sections in order to have more comprehensive understanding of the whole study. The first section of this chapter compared the SGO scores with other national and international sports organizations in order to enhance the trustworthiness of the research results. The second section presented the results from semi-structured interviews in order to prove the previous section's finding as well as trying to answer the fifth research question—"What frameworks can be taken to enhance good governance practices in NOCC?"—using the dimensions from SGO as a framework of themes to be explored. The final outcome of this chapter aimed to produce a basic good governance framework that can be used in future research on Cambodia's national sports system.

5.1. Comparison of the Sport Governance Observer Scores

By comparing the results between NOCC and result of the 35 Olympic International Sports Federations (ISFs) (See the list in Appendix B), conducted by Play the Games in 2015, it showed that the overall score of the 35 ISFs is higher with an average score of 45.4% (See Table 3). However, the results showed that the NOCC obtained higher scores in term of Democratic Process (66.75%) and Solidarity (62.5%). On the other hand,

the NOCC received extremely low scores in Transparency (16.67%) and Checks and Balances (14.25%) compare to the 35 ISFs.

The researcher also made comparison with a study that assessed the degree of good governance practices in the Vietnam Olympic Committee (VOC), using the same SGO survey tool. To sufficiently compare both National Olympic Committees, both SGO results must be used the same number of indicators, meaning that the researcher also excluded the same indicators (2.4, 4.3, 4.4, and 4.6) from the VOC. The comparison indicated that the VOC received higher overall score with an average score of 48.41% (See Table 4). Both organizations received above average scores in Democratic Process with 66.75% and 63.63%. The results also showed that the NOCC received higher score in Solidarity with 62.5%. However, the VOC received higher scores in two dimensions, namely Transparency (40%) and Checks and Balances (40%).

The above comparisons provided additional justification to this research results. It is significantly proved that the NOCC necessarily needs to put more effort to further improve these two dimensions with lowermost scores, namely Transparency and Checks and Balances.

Table 3. SGO Index and SGO Scores – 35 International Sports Federations
(Source: Geeraert, 2015, p. 75)

35 International Sports Federations		
Dimension	SGO Score (On a scale from 1-5)	SGO Index
Transparency	2.99	49.6%
Democratic Process	2.81	45.2%
Checks and Balances	2.68	42.0%
Solidarity	2.79	44.9%
Overall		45.4%

Table 4. SGO Index and SGO Scores – Vietnam Olympic Committee
(Source: Ngoc, 2015, p.61-70)

Dimension	SGO Score (On a scale from 1-5)	SGO Index
Transparency	2.6	40%
Democratic Process	3.54	63.63%
Checks and Balances	2.6	40%
Solidarity	3	50%
Overall		48.41%

Table 5. SGO Scores Comparison: NOCC, VOC and 35 International Sports Federations

Organization	Transparency	Democratic Process	Checks and Balances	Solidarity
NOCC	1.67	3.67	1.57	3.5
VOC	2.6	3.54	2.6	3
35 International Sports Federations	2.99	2.81	2.68	2.79

5.2. Semi-Structured Interview Discussion

This semi-structured interview aimed to answer the fifth research question—“What frameworks can be taken to enhance good governance practices in NOCC?”—using the dimensions from SGO as a framework of themes to be explored. The result from SGO survey shows that NOCC receives the lowermost scores in two dimensions, namely checks and balances (14.25%) and transparency (16.67%). Therefore, in the semi-structured interviews, the researcher only focus on these weakest dimensions in order to obtain interviewee’s recommendations for further improvement in the organization. Regarding the sampling for the semi-structured interview, the researcher selected 10 interviewees from NOCC and various NSFs (See in Table 6).

Table 6. The General Background of Interviewees

No	Position	Gender	Organization
1	Director of Event Management and Marketing Promotion	Male	NOCC
2	Director of Project Planning	Male	NOCC
3	Deputy Director of International Relations and Games	Male	NOCC
4	Deputy Director of Administration	Male	NOCC
5	Cashier, Department of Finance	Male	NOCC

6	Vice-President	Male	Cambodia Hockey Federation
7	Secretary General	Male	Wrestling Federation of Cambodia
8	Secretary General	Female	Tug of War Federation of Cambodia
9	Secretary General	Female	Cambodia Dance Sport Federation
10	Secretary General	Male	Cambodia E-Sports Federation

5.2.1 Transparency

The organization is mainly held responsible for maximizing the use of sports for public welfares, so being transparent makes it easier to work with stakeholders and get further investments into the sport. It can also help to achieve good decisions because everyone has to be open with high responsibility about their motives and not make decisions without being able to justify them. For that reason, both outcomes and working procedure of the organization, particularly in resources distribution, should be wide-open as much as possible for public scrutiny, which means documents and official information of the organization should be published on its website or accessible to the members, media, and other stakeholders. In order to enhance transparency in the NOCC, most of the interviewees suggested that the following documents should be published online:

- Statutes/constitution, rule and regulation, organization chart, strategic objectives.
- Agenda and minutes of its general assembly.
- Decision-making taken at its EC meeting.
- Basic biographical information and contact details on their governing body members that includes at least six of the following items: date of birth, position in the organization, nationality, education, professional background, tasks within the organization, current activities in other sport organizations, and official functions and political posts.
- Information about its member federations that includes at least seven of the following items: founding years, affiliated since, website, email address, president, general secretary, and a number of affiliated athletes in the organizations.
- Regulations and reports on remuneration, including per diem payments and bonuses of its members and senior officials.
- Annual activity report, reports of its standing committee, externally audited annual financial report and main event report with detailed and relevant information.

They also recommended that the department of media shall be responsible for publishing these documents on the organization's website, and this department should work closely with the department of administration to obtain all updated documents. In term of management, the NOCC's Secretary-General should provide clear tasks and duties for both departments as well as monitor the effectiveness of their works.

NOCC has not made the best use of its website to publish all official documents because the practice of using digital documents has not commonly adopted by sport governing bodies in Cambodia. In order to obtain official documents from NOCC, it requires complicated procedures for the member federations to file an official request letter stating what and which documents they would like to have. The Cambodia sports system still heavily relied on printout documents that is not commonly practice in today's digital era. Printout official documents have the highest legal power. The use of electronic letters is not yet officially accepted in Cambodia sports system, which it is only being used when the organization has to deal with international affairs then this practice is tolerantly applied. Moreover, these printout official documents are hardly accessible by relevant stakeholders, such as sponsors, donors, and media, etc., because the organization is reluctant to openly share this information.

The NOCC's primary responsibility is one of trusteeship on behalf of its members and stakeholders, ensuring that the legal entity of the organization remains viable and effective in the present and for the future. Having abovementioned documents available on the website is a vital stage to make sure that internal administration of the organization is accessible for public and stakeholder scrutiny. Firstly, statutes constitute a set of fundamental principles according to which an organization is governed. Secondly, an organizational chart is a diagram that shows the structure of an organization, including the relationship between and the relative ranks of its parts and positions. Finally, the strategic formulation comprises the task of analyzing an organization's external and internal environment and then selecting appropriate strategies. The use of digital platforms will allow member federations to obtain their required documents conveniently as well as reducing bureaucratic process for the official request. Furthermore, all official documents of the organization, including statutes, rules, and regulations, etc., should be precise, transparent, disclosed, publicized and made readily available. The modification or amendment procedures should also be clear and transparent (IOC, 2008, p. 3).

Publishing the agenda and minutes of statutory meeting allows for public scrutiny of the relationship between senior sports officials and

member federations. Minutes consist of a record or summary of all motions, proposal, resolutions and any other matter formally voted upon. By producing regular narrative accounts that seek to justify its decisions, actions, and results in the eyes of its internal stakeholders and the general public, the NOCC can prevent that it becomes a closed and secret club. Regarding the basic biographical information and contact details, it gives the general public insight into senior official's background, affiliations and education. As Bovens (2007) emphasized that the starting point of an accountability relationship is the ability to ask questions, so that the actor that is being accountable has to explain and justify his/her conduct. On the other hand, publishing general information about member federations provides insight into the impact of the NOCC.

Annual reports outline the organization's accomplishment, so they constitute a vital element of accountability since they provide the general public with in-depth and comprehensive information on the activities carried out by the organization and its attained goals. Moreover, the standing committee, such as athlete committee, has an important supporting function in the governance of the NOCC. Publishing report on its activities is, therefore, an important part of report transparency. Regarding the external audited annual financial report, this information should be made available to

the general public, especially since the organization often operate under a large de facto autonomy in order to make NOCC public accountable. NOCC should also report and publish its fund's allocation for members and stakeholders and is subjected to externally audited. Financial information should be done and disclosed on an annual basis and in an appropriate form to members, stakeholders, and the public; and should be presented in a consistent format so that it will be understandable.

Principally, financial resources which are profits of sport should be allocated to sport and in particular to its development after covering all necessary sport-related costs (IOC, 2008, p. 9). Therefore, the organization must adopt a flawless and transparent policy for the allocation of financial revenues so that the resources will be efficiently distributed. Sports event is one of the biggest sources of proceeds for the organization and they can increase the popularity throughout the country. Since they cannot be organized without public support, they must be open to close public scrutiny. The key elements of an event report include financial information, media, sponsors, infrastructure, attendance rates and athlete participation.

Without its official documents published on the website, it is hard for stakeholders to obtain information since NOCC does not have clear procedures for them to file an official request letter. Making its official

available on the website would also build trust for sponsors because they prefer to witness that their donations are being spent transparently. Also, the organization will have less administrative concern when all documents are available online as it is easily reached.

It is important for the organization to adopt an appropriate confidentiality protocols and codes in place with strict enforcement in order to have a clear procedure for assigning spokespersons to represent the organization with the media, in parallel with an effective justification tactic also needs to be in place for responding certain scenarios. Additionally, the NOCC needs to have an effective and transparent method of communicating with both internally and external stakeholders so that they are paying attention to all activities of the organization.

5.2.2. Checks and Balances

Checks and balances procedure is important to prevent the concentration of power in and they ensure that decision-making is robust, independent and free from improper influence. They ensure that no senior official or department has absolute control over decisions, and clearly define the assigned duties. In fact, the lack of adequate internal checks and balances can be designated as one of the main causes of corruption, concentration of power, and lack of democracy and effectiveness in the

sports. In order to avoid an absolute power of single governing body in the organization, NOCC needs to develop an appropriate judicial/disciplinary framework. The key rules and obligations under the codes should be well educated to board members, staffs, and officials so that they are aware of the consequences of non-compliance. In addition, to avoid the absolute power is controlled by a single body in the organization, NOCC should have a clear allocation of responsibilities between the different bodies such as general assembly, executive body, committees or disciplinary bodies (IOC, 2008, p.3-4).

The internal audit committee plays many important roles within an organization, including providing oversight to the internal audit. Internal audit is a supplement to external audit. It can provide external auditors with business, activity and process knowledge, as well as information on the risks facing the organization. Additionally, the integrated internal control and risk management system need to be in place within the organization's policy because it will ensure that the NOCC works in an effective manner with regard to operational and financial performance goals (COSO, 2013). The risk management is beneficial to identify, manage, control, assess and mitigate the risk for all activities to produce suitable protection preparations.

In order to have an operational organization, it is important to adopt a comprehensive structure of audit and risk management, including internal and external procedures. The organization needs to ensure that there are sufficient controls and systems in place to consult management and the EC to prospective hazard related to the operation of sport. This area requires a strong financial application, so the directors of this entity need to have high financial knowledge that they can fully interpret and instantly challenge information presented. To have a higher quality of committee, the organization should include at least one external and independent accounting specialist.

It is important that NOCC needs to adopt an appropriate Ethic Code that will define and monitor unethical behaviors of EC members, officials, and staffs in the organization. The Ethic Code should include rules on gifts and hospitality, political and charitable contributions, as well as the contracting of third parties (Pieth, 2011). The use of words and content in the code need to be clear and precise in order to avoid different interpretations. The code of ethics needs to bind all members, stakeholders, staffs and other entities with the ties to the organization without any exceptions. The NOCC should also establish the whistleblowing policy that allows individuals to raise concerns about malpractices within the

organization. Having a powerful set of conducts and values, that are mutually decided, will make a very positive effect on organizational management and culture. It will not only strengthen the organization's harmony and develop leadership, trust, integrity and transparency with the EC but also with staffs, members, and stakeholders. For the execution of this Ethic Code, the NOCC's Administrative Department shall be responsible for inspecting day-to-day behavior of the staffs and officials by following the codes of ethic's rules; while the President or Secretary General should decide upon the administrative action against Transgressors. Additionally, a clear and consistent conflict of interest rule needs to be adopted in order to avoid contention in the organization. The components of conflict of interest rule shall include the duty to abstain from voting in case of conflicting interests regarding commercialization decisions. It should also include disclosure requirement and clearly describe the consequences for transgressors. Also, adequate and precise procedures of decision-making should be established in order to avoid any conflicts of interests. Furthermore, all member federations are entitled to rightfully express their opinion on the issue on the agenda through applicable channels. Hence, NOCC should establish an appropriate rule with a clear procedure that allows any member federations, directly affected by the organization's

decisions, to express their objections. The NOCC's statutes should be amended to include specific and detailed procedures that allow its members to submit an appeal to an independent body within the sport's jurisdictions. When the organization made a certain decision that against a member, special attention should be paid to the appropriate balance between transparency and protection of privacy (IOC, 2008, p. 4).

To ensure compliance with abovementioned codes, rules, and policies, an independence committee (e.g. Ethic Commission) need to be in place that is authorized to assess compliance and of heading investigation upon complaints raised in relation to the violation of such ethical principles, where necessary, makes recommendations for measures or sanctions to the EC and/or the General Assembly. All decisions taken by this committee must be published in its official website. Also, the committee should have the power to initiate proceedings on its own initiative. Only then, ethical behavior can fully enter the daily decision-making and behavior of NOCC's Executive Committee, senior officials, and staffs. In order to ensure that the committee is independent functioning, members should be objectively recruited and be nominated from any affiliated federations that don't have seat in the NOCC's Executive Committee and shall be appointed by the

general assembly. Moreover, the members should also include legal experts are not directly linked with sport.

5.2.3. Recommendations

The theoretical and practical knowledge and interview findings demonstrated that the executive body is ultimately accountable for assuring that the aforementioned frameworks are successfully applied because the committee is obligated to supervise and oversee the management of the organization. Hence, the study seeks to develop appropriate recommendations for the NOCC Executive Committee.

The ASC (2012) emphasizes that “the effective governance requires leadership, integrity, and good judgment which will ensure more effective decision-making, with the organization signifying transparency, accountability, and responsibility in the activities undertaken and resources expended” (p.2). It is widely agreed that the performance of sport organization will be significantly impacted by its organizational governance structures (ASC, 2012, p.2). Additionally, the ASC (2012) highlighted three main issues in regard to poor governance practices in an organization, including: (1) how it develops strategic goals and direction; (2) how the board monitors the performance of the organization to ensure it achieves these strategic goals, has effective systems in place and complies with its

legal and regulatory obligations; and (3) ensuring that the board acts in the best interests of the members (p.2). The ASC (2002) also emphasized main factors of poor governance in the sport organization, caused by director inexperience, conflict of interest, failure to manage risk, inadequate or inappropriate financial controls and generally poor internal business systems and reporting (p.1). Additionally, the UK Sport (2004) identified other aspects that caused poor governance, including a lack of adequate controls, monitoring and reporting line, individuals having inadequate skills and a lack of succession planning. On the other hand, most interviewees recognized that the NOCC governing body, specifically executive committee played a significant role to ensure the success and prosperity of the organization. They emphasized that without strong leadership and clear direction from the executive body, it is hard for the managerial level to operate in effective manner because both executive and managerial body need to work cooperatively in order to achieve the organizational goals and objectives.

The priority role of NOCC is to act for the benefit of its affiliated NSFs, members, and stakeholders. Focusing on members is important in order to better understand their needs and how they wish the sport to be managed. Sport is based on member democracy and allowing members'

voices to be heard will be vital to achieve a thriving and diverse sport because the legitimacy for the EC and the management of the organization is assured by the membership. If the membership become disengaged or feel the organization is not moving in the right direction, then the EC will lose its legitimacy to act on their behalf.

The EC is ultimately held accountable for the prosperity of the organization it governs which is obliged to supervise and monitor the daily operation and management of the organization. The EC needs to be clear on the role they are undertaking and what is expected of them during their term of office because the lack of clarity and lack of clear definition of responsibilities will lead to confusion, frustration and potential for conflicts of interest. The performance of EC should be entitled to modify and review as necessary. Additionally, the NOCC needs to ensure that highly qualified and experienced candidates are recruited by having reliable and appropriate criteria for the election or appointment, compliance with clear, transparent and fair rules of selection procedures (IOC, 2008, p. 3). The members of the governing bodies should be selected on the basis of their ability, competence, quality, leadership capacity, integrity and experience with the possibility to recruit outside experts in specific fields when necessary (IOC, 2008, p. 5). The EC should be established with a balanced competency-

based because having individuals with a range of professional and sporting skills will lead to better decision making and better performance at executive level. The organization should limit the terms of office of the governing bodies that will allows election/renewal of office-bearers on a regular basis.

The structure of the organization must be fundamentally based on the membership-based principle within entities established in accordance with applicable laws (IOC, 2008, p.4). The organization needs to adopt a clear description on the appropriate function, precise role, objectives and responsibilities of organization. It is important for the policy makers to have distinctive purposes so that good governance practices can be suitably structured. The organization must set a clear vision, mission and strategy for the organization that will help guide the behavior and activities of the institution to achieve its goal. These visions and missions must also be aligned with organization's long term objectives that also reflects the short term goals and have to be clearly defined and communicated. The organizational strategic plans must be aligned with the vision and regularly adapted to the environment. To have comprehensive strategies for the organization, the decision should be made in a collective way by allowing all relevant internal entities to actively take part in the strategic development

phase, then should be elaborated at the highest level of the organization. In addition, the organization should define a clear level of supervision and accountability in the decision making process in order to ensure that appropriate power is exercised consistently with the objectives and functions of the relevant body. In order to ensure the effective implementation of the organization's strategic plans, the monitoring and overseeing systems are necessary to supervise during the operational stage by using measurable key performance indicators. The EC's role includes determining the organization's strategic direction, core values, ethical framework, key objectives and performance measures. The strategic objectives and targets should be precise and measureable for the organization, its EC, management and staff, including also appropriate tools for evaluation. A key critical component of this role is the EC's ultimate authority and responsibility for financial operations and budgeting to ensure the achievement of strategic objectives.

The director's role of every subordinated department of NOCC is also one of the key components of the governance framework to ensure the accountability, transparency and contestability of the direction, performance and conformance of the organization. A clear description of duties and obligations for each organ will make decision making process efficient and

effective. Therefore, it is critical that directors are appropriately inducted to the organization that they understand their roles within the organization. Directors should have appropriate personal qualities such as loyalty, honesty, the courage to ask tough questions and should exhibit high ethical standards. As a minimum, directors should embrace fairness, respect, responsibility and safety as key guiding principles of ethical behavior within their organization. In addition, each subordinated department must have a comprehensive reporting and performance management system in place to ensure organizational effectiveness and efficiency. It is essential that directors are provided with timely and accurate financial accounts to ensure effective decision-making can occur. Therefore, the organization needs to have an effective internal communication to ensure good understanding by membership of activities under taken and allows directors to make timely and informed decision (IOC, 2008, p.5). The directors should be recruited based on professional competency and an impeccable professional history, and the selection process should be based on objective criteria and should be set out clearly (IOC, 2008, p.5). In addition, the executive body should review the directors' individual and collective performances on a regular basis, including the effectiveness of the chair, to ensure they are discharging their responsibilities against that of the stated objectives.

5.3. Future Research

The research finding has discovered the NOCC's degree of good governance practices along with the organizational performance. In the attempt to provide comprehensive validations for the research, it has upraised further demands that require further research.

The research has established various recommendations for the NOCC further enhance good governance practices in the organization. In this regards, it requires further research to develop an appropriate Good Governance Code that is practical to use not only for the organization but also its members and stakeholders. However, the recommendations of the IOC's Basic Universal of Principles of Good Governance take long time in term of adaptation which may result in no or few principles being implemented in short term. Hence, it is suggesting that the research on developing Good Governance Code should deeply focus on core principles. Moreover, there would be an additional modification and further study with the Code for each member of NSFs since they have they have different arrangements in term of structure, size of organization and culture.

The finding of this research also acknowledged the important role of the EC that carry out a lot of strategic planning and leadership obligations in the organization. Therefore, this finding offers further research to study and

assess the EC members' leadership skills and abilities in Cambodia sports organizations.

5.4. Conclusion

To continually boost sport development throughout the country, it is important to note that it cannot be successfully accomplished without the establishment of stronger institutional structures, which essentially requires mighty leadership commitment. There are four fundamental characteristics of leadership commitment that sport governing bodies needs to embrace, including: (1) leadership is a decision that individuals have to really define who they are as a leader, not just an individual contributor to the organization; (2) leadership is an obligation that leaders must accept that the expectations are higher for them than for everyone else in your organization; (3) leadership is hard work as there are a lot of great things that leaders have to get done; and (4) leadership takes a community that leaders have to build a sense of community and nurture other leaders within your organization, and hold them to the same four commitments (As cite in Inc., 2014). It also requires organizational commitment in order to have highly committed staffs that are strong advocates for the policies of their organization.

Now that public scrutiny is more intense than ever before and funding for sport is under increasing pressure which the NOCC is obliged to

ensure that they are operating as effectively and efficiently as possible. Therefore, the governing body needs to be more comprehensive in term of leadership, integrity and good judgment. Additionally, effective governance will ensure more effective decision making with the organization demonstrating transparency, accountability and responsibility in the activities undertaken and resources expended. Therefore, it is important for Cambodia sport organizations to have a systematic good governance practices in order to take full advantage of organizational resources.

5.5. Limitations of the Research

Previous knowledge of the participants regarding the theme discuss was a major challenge as good governance concept is not yet a popular theme in Cambodia. The semi-structured interview relies on the sample selection and analysis. The sample was selected from Director, Deputy Director, and senior staff who has been working in the NOCC for more than four years, as well as the Secretary General and Vice-President of the National Sport Federations. Most of the interviewees do not have comprehensive knowledge about good governance in sport which will be difficult for them to provide appropriate answers with the theme. Although most of them play the significant role in the governance level, it is difficult

to examine their level of understanding toward the good governance concept. Almost all of them are not aware of the term of good governance.

In the interview process, the respondents can possibly be biased and the data is not reflecting the actual state of affairs of the organization. Hence, the researcher sought to triangulate with archival documentary data in order to search for other witness or dissimilarities among information articulated during interviews and related documents.

Regardless of the limitations, the researcher sought to maximize the validity and trustworthiness of the study by applying various methodologies. The research used qualitative design together with data triangulation and checked out with the respondents to assured the predisposition of researcher was minimalized and the data was a thoughtful reflection of the interviewees' point of view. This was the reason that in-depth interview is suitability used which allows both researcher and the participants to have a set of guidelines to direct and introduced the good governance concept.

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Appendix A

SPORT GOVERNANCE OBSERVER SURVEY

Dimension 1. Transparency and Public Communication

Indicator 1.1 The organization publishes its statutes/constitution; byelaws; sport rules; organizational chart; and strategic objectives on its website		
Score		Conditions
1	Not fulfilled at all	None of the mentioned documents are available on the organization's website and
2	Weak	The organization publishes only one or two of the mentioned documents
3	Moderate	<ul style="list-style-type: none"> The organization publishes only one or two of the mentioned documents, but provides its internal stakeholders (member federations, athletes, clubs...) other documents (making a total of at least four documents) through newsletters or via a protected member section of the organization's website <p><u>Or</u></p> <ul style="list-style-type: none"> The organization publishes only three of the mentioned documents, including the statutes <p><u>Or</u></p> <ul style="list-style-type: none"> The organization publishes four of the mentioned documents including the statutes and the organizational chart but they are not retrievable through the home page (or sub-levels of the home page accessible through the home page) of the website
4	Good	The organization publishes at least four of the mentioned documents including the statutes and they are retrievable through the home page (or sub-levels of the home page accessible through the home page) of the website
5	State of the art	The organization publishes all of the mentioned documents and they are retrievable through the home page (or sub-levels of the home page accessible through the home page) of the website

Indicator 1.2 The organization publishes the agenda and minutes of its general assembly on its website		
Score		Conditions
1	Not fulfilled at all	Not available on the organization's website
2	Weak	Little information is published (e.g. only the agenda)
3	Moderate	<ul style="list-style-type: none"> • The agenda and minutes are published, but they are not timely published (e.g. no minutes from recent statutory meeting) <u>OR</u> two or more of the following: <ul style="list-style-type: none"> • Incomplete (they do not reflect all the discussed items, participation rate, etc.), • not objective • not understandable <u>or</u> <ul style="list-style-type: none"> • The agenda and minutes are provided to the organization's internal stakeholders (member federations, athletes, clubs...) through newsletters or via a protected member section of the organization's website. They are timely provided, complete (they reflect all the discussed items, participation rate, etc.), objective and understandable
4	Good	The agenda and minutes are published, but they are <u>either</u> <ul style="list-style-type: none"> • Incomplete (they do not include all the discussed items, participation rate, etc.), • not objective • not understandable • not timely published
5	State of the art	The agenda and minutes, timely published on the organization's website, are complete (they reflect all the discussed items, participation rate, etc.), objective and understandable

Indicator 1.3

The organization publishes decisions taken at its executive body meetings on its website

Score		Conditions
1	Not fulfilled at all	The organization does not produce any information regarding its executive body meetings
2	Weak	<p>The organization publishes summaries of its executive board's decisions. The published information is one of the following:</p> <ul style="list-style-type: none"> • not timely published • not complete (it does not reflect all the discussed items) • not objective • not understandable <p><u>And</u></p> <ul style="list-style-type: none"> • the organization does <i>not</i> explain the rationale behind any key decisions
3	Moderate	<p>The organization publishes summaries of its executive board's decisions. The published information is <i>one</i> of the following:</p> <ul style="list-style-type: none"> • not timely published • not complete (it does not reflect all the discussed items) • not objective • not understandable • it does <i>not</i> explain the rationale behind any key decisions. <p><u>Or</u></p> <p>Summaries of the organization's executive board's decisions are provided to the organization's internal stakeholders (member federations, athletes, clubs...) through newsletters or via a protected member section of the organization's website. They are timely provided, complete (they reflect all the discussed items, participation rate, <i>etc.</i>), objective and understandable</p>
4	Good	<p>The organization publishes summaries of its executive board's decisions. The published information is</p> <ul style="list-style-type: none"> • timely published • complete (it reflects all the discussed items) • objective • understandable <p>The organization explains the rationale behind certain key decisions.</p>

5	State of the art	<p>The organization publishes summaries of its executive board's decisions. The published information is</p> <ul style="list-style-type: none"> • timely published • complete (it reflects all the discussed items) • objective • understandable <p>The organization explains the rationale behind <i>all</i> key decisions.</p>
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Indicator 1.4		
The organization gives the media access to its general assembly meetings		
Score		Conditions
1	Not fulfilled at all	Media access is not allowed
2	Weak	Media access is restricted and recording is not allowed
3	Moderate	Media access is restricted and recording is restricted
4	Good	<ul style="list-style-type: none"> • Statutory meetings are open to media • They are open to being photographed, broadcast, webcast or otherwise recorded and/or transmitted by audio or video means
5	State of the art	<ul style="list-style-type: none"> • Statutory meetings are open to media • They are open to being photographed, broadcast, webcast or otherwise recorded and/or transmitted by audio or video means • Public notice of the time and place of a meeting scheduled is given to the news media. In addition, it is conspicuously posted on the organization's website

Indicator 1.5		
The organization publishes basic information about its board members and senior officials on its website		
Score		Conditions
1	Not fulfilled at all	No information
2	Weak	The available information is extremely basic and/or is only available for a very small group of senior officials
3	Moderate	The information covers 3 or more but not all of the following

		items: <ul style="list-style-type: none"> • date of birth • position • nationality • education • professional background • tasks within the organisation • current activities in other sports organisations • official functions and political posts <u>Or</u> <ul style="list-style-type: none"> • cover all of the items but is not available for all the senior officials
4	Good	The published information includes at least six of the items listed above
5	State of the art	The published information includes all or more of the items listed above

Indicator 1.6 Contact details to board members and senior officials are published on the organization's website		
Score		Conditions
1	Not fulfilled at all	No contact information
2	Weak	<ul style="list-style-type: none"> • Only a general email address is available on the organization's website • Details on how to reach the individual senior officials are not provided to the organization's internal stakeholders
3	Moderate	Details on how to reach the individual senior officials are provided to the organization's internal stakeholders (member federations, athletes, clubs,...) through newsletters or via a protected member section of the organization's website
4	Good	<ul style="list-style-type: none"> • A general contact address for officials is available on the organization's website • The email address and phone number of the secretariat is available on the organization's website • Details on how to reach the individual senior officials are provided to the organization's internal stakeholders

		(member federations, athletes, clubs,...) through newsletters or via a protected member section of the organization's website
5	State of the art	<ul style="list-style-type: none"> The email address and phone number of the secretariat is available on the organization's website Email addresses of individual senior officials are available on the organization's website

Indicator 1.7		
The organization publishes information about its member federations on its website		
Score		Conditions
1	Not fulfilled at all	No information is available
2	Weak	Only two or less elements from score 5 are published or members are presented without any additional information
3	Moderate	<ul style="list-style-type: none"> All elements from score 4 are provided to the organization's internal stakeholders (member federations, athletes, clubs...) through newsletters or via a protected member section of the organization's website <p><u>Or</u></p> <ul style="list-style-type: none"> 3 or more, but not all elements from score 4 are published
4	Good	Information on the member federations includes: <ul style="list-style-type: none"> Founding year Affiliated since Website Email address Address President General secretary
5	State of the art	Information on the member federations includes: <ul style="list-style-type: none"> Founding year Affiliated since Website Email address Address President

		<ul style="list-style-type: none"> • General secretary • Nr of affiliated athletes
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Indicator 1.8		
The organization publishes its annual general activity report on its website		
Score		Conditions
1	Not fulfilled at all	No general reports are published
2	Weak	<ul style="list-style-type: none"> • General activity report is published but does not meet all of the conditions in score 4 <u>Or</u> <ul style="list-style-type: none"> • It is not provided to the organisation's internal stakeholders <u>Or</u> <ul style="list-style-type: none"> • It is provided to the member federations, but it does not include all elements in score 4
3	Moderate	<ul style="list-style-type: none"> • General activity report meets the conditions in score 4, but it is not published on an annual basis <u>And/or</u> <ul style="list-style-type: none"> • The most recent report is not available <u>And/or</u> <ul style="list-style-type: none"> • It is not easily accessible through the website and/or the annual reports from the previous 3 years are not available <u>Or</u> <ul style="list-style-type: none"> • It includes all elements in score 4 but is not published online but provided to the organization's internal stakeholders (member federations, athletes, clubs,...) through newsletters or via a protected member section of the organization's website
4	Good	General activity report is published online annually and includes complete and founded information on accounts, assets, revenue, sponsoring and events
5	State of the art	General activity report is published annually and includes complete, objective and understandable information on accounts, assets, events, revenue, sponsoring, development of the sport and programmes

Indicator 1.9		
The organization publishes reports of its standing committees on its website		
Score		Conditions
1	Not fulfilled at all	No reports are published
2	Weak	Annual reports of less than 50% of the standing committees are published online
3	Moderate	<ul style="list-style-type: none"> Annual reports of 50% or more of the standing committees are published <u>Or</u> <ul style="list-style-type: none"> Reports of all standing committees are provided to the organization's internal stakeholders (member federations, athletes, clubs...) through newsletters or via a protected member section of the organization's website <u>Or</u> <ul style="list-style-type: none"> Reports meets the conditions in score 4, but they are not published on an annual basis <u>And/or</u> <ul style="list-style-type: none"> The most recent report is not available <u>And/or</u> <ul style="list-style-type: none"> It is not easily accessible through the website and/or the annual reports from the previous three years are not available
4	Good	Annual reports of 75% of the standing committees are published online
5	State of the art	Annual reports of all the standing committees are published online

Indicator 1.10		
The organization publishes an externally audited annual financial report on its website according to recognized international standards		
Score		Conditions
1	Not fulfilled at all	No financial reports are published
2	Weak	<ul style="list-style-type: none"> Annual financial reports are published, but they are not externally audited <u>Or</u>

		<ul style="list-style-type: none"> Only basic financial information is published as part of a general report
3	Moderate	<ul style="list-style-type: none"> Externally audited financial reports according to recognized international standards are published, but the latest report is not available <p><u>Or</u></p> <ul style="list-style-type: none"> Externally audited annual financial reports are provided to the organization's internal stakeholders (member federations, athletes, clubs,...) through newsletters or via a protected member section of the organization's website and reports from the past 3 years are available
4	Good	<ul style="list-style-type: none"> The organization publishes an externally audited annual financial report on its website according to recognized international standards, but the reports from the past 3 years are not all available <p><u>Or</u></p> <ul style="list-style-type: none"> Comprehensive information is published as part of general report
5	State of the art	The organization publishes an externally audited annual financial report on its website according to recognized international standards and the reports from the past 3 years are available

Indicator 1.11		
The organization publishes regulations and reports on remuneration, including per diem payments and bonuses, of its board members and senior officials on its website		
Score		Conditions
1	Not fulfilled at all	No information is published
2	Weak	<ul style="list-style-type: none"> Regulations are in place, but not available on the website No reports are available
3	Moderate	<ul style="list-style-type: none"> Regulations are available Reports on remuneration do not exist <p><u>Or</u></p> <ul style="list-style-type: none"> Regulations and reports on remuneration are provided to the organization's internal stakeholders (member federations, athletes, clubs,...) through newsletters or via a protected member section of the organization's website

		and reports from the past 3 years are available
4	Good	<ul style="list-style-type: none"> • Regulations are available • Reports exist, but they are not available
5	State of the art	<ul style="list-style-type: none"> • Regulations are available • Reports are available

Indicator 1.12 The organization publishes main event reports with detailed and relevant information on its website		
Score		Conditions
1	Not fulfilled at all	No report is available
2	Weak	The report only includes 1 or 2 of the elements mentioned below
3	Moderate	<ul style="list-style-type: none"> • The report includes more than 2 of the elements mentioned below <u>Or</u> <ul style="list-style-type: none"> • Event reports are provided to the organization's internal stakeholders (member federations, athletes, clubs,...) through newsletters or via a protected member section of the organization's website
4	Good	The event report includes sections on <ul style="list-style-type: none"> • Governance • Revenue • Sponsors • Media coverage • Infrastructure • Attendance • Athlete participation
5	State of the art	The event report includes sections on <ul style="list-style-type: none"> • Governance • Revenue • Sponsors • Media coverage • Infrastructure

		<ul style="list-style-type: none"> • Attendance • Athlete participation • And, an objective assessments of economic, social and environmental impacts
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Dimension 2. Democratic Process

Indicator 2.1		
There are elections of the president and the governing bodies and, where appropriate, the standing committees		
Score		Conditions
1	Not fulfilled at all	No elections are in place
2	Weak	<ul style="list-style-type: none"> • Only the president is elected or the governing body members • He/she subsequently appoints the other members of the governing body <p>Or</p> <ul style="list-style-type: none"> • The president is elected • A portion of the governing body members are elected by the congress or by continental federations • The president can co-opt members whose appointment is not approved by the congress <p>Or</p> <ul style="list-style-type: none"> • The president is not elected • A portion of the governing body members are elected by the congress or by continental federations
3	Moderate	<ul style="list-style-type: none"> • The president is elected • The majority of governing body members (with the exception of the secretary general) are elected by the congress or by continental federations • The governing body can co-opt members whose appointment is not approved by the congress
4	Good	<ul style="list-style-type: none"> • The president is elected by the congress • All the other governing body members (with the exception of the secretary general) are elected by the congress or by

		continental federations
5	State of the art	<ul style="list-style-type: none"> • The president is elected by the congress • All the other governing body members (with the exception of the secretary general) are elected by the congress or by continental federations • A nomination committee is established. This committee receives nominations and ensures checks relating to professional and integrity criteria on all candidates

Indicator 2.2		
Elections are on the basis of secret ballots and clear procedures detailed in the organization's governing document/s		
Score		Conditions
1	Not fulfilled at all	No clear procedures and no secret ballots
2	Weak	<ul style="list-style-type: none"> • No secret ballots <p>Or</p> <ul style="list-style-type: none"> • Procedures are in place but they do not cover information on people qualified to vote; majority or percentage needed to win the election and, where applicable, weighting of votes; quorum; and election rounds
3	Moderate	<ul style="list-style-type: none"> • No secret ballots • Procedures are in place and they cover information on people qualified to vote; majority or percentage needed to win the election and, where applicable, weighting of votes; quorum; and election rounds
4	Good	<ul style="list-style-type: none"> • Secret ballots (or, secret ballots can be requested) • Procedures are in place and they cover information on people qualified to vote; majority or percentage needed to win the election and, where applicable, weighting of votes; quorum; and election rounds
5	State of the art	<ul style="list-style-type: none"> • Secret ballots • Procedures are in place and they cover information on people qualified to vote; majority or percentage needed to win the election and, where applicable, weighting of votes; quorum; and election rounds • The procedures are controlled by a body within the organisation (e.g. nomination committee)

Indicator 2.3		
The organisation offers to the candidates standing for election opportunities to present their programme/manifesto		
Score		Conditions
1	Not fulfilled at all	The candidates standing for election do not have opportunities to present their programme/manifesto. They are not obliged to announce their candidacy before the election takes place
2	Weak	Candidates who wish to stand for election are obliged to announce their candidacy in less than 4 months before the elections take place
3	Moderate	Candidates who wish to stand for election are not obliged to announce their candidacy in good time (announced less than 4 months before the election) and the congress is informed of their candidacy OR they are not obliged to present their programme/manifesto to the congress
4	Good	<ul style="list-style-type: none"> • Candidates who wish to stand for election must announce their candidacy in good time, also to the congress (at least 4 months) • They must present their programme/manifesto to the congress
5	State of the art	<ul style="list-style-type: none"> • Candidates who wish to stand for election must announce their candidacy in good time, also to the congress (at least 4 months) • They must present their programme/manifesto to the congress • Contributions from private actors to the campaign of a presidential candidate are forbidden; a system of campaign financing is in place which provides officially announced candidates, which have sufficient backing by a number of member federation, with funding; this system is controlled by a nomination committee

Indicator 2.4
The decisions on allocation of major events are made through a democratic, open, transparent and objectively reproducible process

Score		Conditions
1	Not fulfilled at all	None of the criteria below are fulfilled
2	Weak	<ul style="list-style-type: none"> Only one or two of the criteria below are fulfilled and/or The Congress does not decide
3	Moderate	<ul style="list-style-type: none"> More than two of the criteria below are fulfilled (but not all those in the 'good' variable) <p>And</p> <ul style="list-style-type: none"> the final candidate is elected by the congress
4	Good	<ul style="list-style-type: none"> Clear conflict of interest rules are in place (those can be part of a general conflict of interest regulations, applicable not only to the allocation of events) The criteria for a bid for major events are communicated to its members in good time (min. 1 year before the event is awarded) The bidding dossiers are reviewed, evaluated and scores are assigned on the basis of pre-established and objective criteria Only bids achieving a minimum score are shortlisted The governing body confirms the shortlist and the final candidate is elected by the congress
5	State of the art	<ul style="list-style-type: none"> Clear conflict of interest rules are in place (those can be part of a general conflict of interest regulations, applicable not only to the allocation of events) The organisation adopts a geographical rotation policy The criteria for a bid for major events are communicated to its members in good time (min. 1 year before the event is awarded) The bidding dossiers are reviewed, evaluated and scores are assigned on the basis of pre-established and objective criteria External procurement experts assist with this evaluation Only bids achieving a minimum score are shortlisted The governing body confirms the shortlist The final candidate is elected by the congress

Indicator 2.5		
The organisation defines a quorum in its governing document/s for its legislative and decision making bodies		
Score		Conditions
1	Not fulfilled at all	No quorum in place
2	Weak	<ul style="list-style-type: none"> a quorum is in place in either the legislative or the decision making body or <ul style="list-style-type: none"> A quorum set at 50% or less is in place in both bodies
3	Moderate	<ul style="list-style-type: none"> A quorum is in place in either the legislative or the decision making body For the legislative body, it is at 50% OR for the decision making body, it is at 75%
4	Good	<ul style="list-style-type: none"> A quorum is in place in both the organisation's legislative and decision making bodies For the legislative body, it is at 50% OR for the decision making body, it is at 75%
5	State of the art	<ul style="list-style-type: none"> A quorum is in place in the organisation's legislative and decision making bodies For the legislative body, it is at 50%, and for the decision making body, it is at 75%

Indicator 2.6		
The organisation's elected officials have a term limit		
Score		Conditions
1	Not fulfilled at all	No limitations are in place
2	Weak	An age limit is in place.
3	Moderate	<ul style="list-style-type: none"> Limitations are in place, but only for either the president or the governing body members and/or the limitation allows the president or the governing body members to stay in office for a (consecutive) period of more than 8 years Or <ul style="list-style-type: none"> Limitations are in place for a number of consecutive terms only.

4	Good	<p>The following limitations to terms of office are in place:</p> <ul style="list-style-type: none"> • President: 2 terms of 4 years • Governing body members: 2 terms of 4 years
5	State of the art	<p>The following limitations to terms of office are in place:</p> <ul style="list-style-type: none"> • President: 2 terms of 4 years • Governing body members: 2 terms of 4 years • Judicial body members: 1 term of 6 years • Chairmen of standing committees: 1 term of 8 years • In addition, only a fraction (e.g. one third) of the members of the board of directors is elected each time (preventing a hostile takeover and/or a sudden loss of expertise and experience)

Indicator 2.7		
The organisation's general assembly meets at least once a year		
Score		Conditions
1	Not fulfilled at all	The organisation's general assembly meets less than once every 2 years
2	Weak	The organisation's general assembly meets once every 2 years
3	Moderate	The organisation's general assembly de facto meets at least once a year
4	Good	The organisation's general assembly has to meet at least once a year
5	State of the art	The general assembly has to meet at least once a year and there are clear procedures enshrined in the statutes for convening emergency and special meetings

Indicator 2.8		
The organisation's governing body meets regularly		
Score		Conditions
1	Not fulfilled at all	The governing body meets once a year or less
2	Weak	The governing body meets once every 6 months or less
3	Moderate	<ul style="list-style-type: none"> • The governing body meets less than quarterly

		<ul style="list-style-type: none"> Governing body meetings are scheduled
4	Good	<ul style="list-style-type: none"> The governing body meets quarterly at the least Governing body meetings are scheduled
5	State of the art	<ul style="list-style-type: none"> The governing body meets more regularly than quarterly Governing body meetings are scheduled There are procedures for convening emergency or special meetings

Indicator 2.9		
The organisation encourages gender equity with regard to its leading officials		
Score		Conditions
1	Not fulfilled at all	The organisation has no gender equity policy
2	Weak	The organisation has a gender equity policy, but not for the entire organisation or it does not promotes gender equity in all leadership positions
3	Moderate	The organisation has <ul style="list-style-type: none"> a gender equity policy for the entire organisation, which promotes gender equity in all leadership positions or <ul style="list-style-type: none"> a quota for female governing body members
4	Good	<ul style="list-style-type: none"> The organisation adopts a 25% or higher quota for female governing body members The organisation has a gender equity policy for the entire organisation, which promotes gender equity in all leadership positions
5	State of the art	<ul style="list-style-type: none"> The organisation adopts a 25% or higher quota for female governing body members The organisation has a gender equity policy for the entire organisation, which promotes gender equity in all leadership positions The organisation has a policy in place which stresses gender equity throughout sport at all levels

Indicator 2.10 The organisation provides opportunity for athletes to be represented within the organisation		
Score		Conditions
1	Not fulfilled at all	The organisation makes no formal efforts to involve athletes in its decision making processes
2	Weak	<ul style="list-style-type: none"> Athletes are represented within the organisation, but the chairman/woman of the athletes committee is not a member of the organisation's governing body <u>and/or</u> <ul style="list-style-type: none"> Athletes are represented but there is no athletes committee in place
3	Moderate	<ul style="list-style-type: none"> Athletes are represented within a specific athletes' committee. The chairman/woman of the athletes committee is a member of the organisation's governing body The chairman/woman of the athletes committee is not elected by the congress or by athletes <u>Or</u> <ul style="list-style-type: none"> he/she does not have voting authority
4	Good	<ul style="list-style-type: none"> Athletes are represented within a specific athletes' committee. The chairman/woman of the athletes committee is a member of the organisation's governing body The chairman/woman of the athletes committee is elected by congress
5	State of the art	<ul style="list-style-type: none"> Athletes are represented within a specific athletes' committee. The chairman/woman of the athletes committee is a member of the organisation's governing body The chairman/woman of the athletes committee is elected by athletes

Dimension 3. Checks and Balances

Indicator 3.1		
The organisation has an internal audit committee		
Score		Conditions
1	Not fulfilled at all	The organisation has no internal audit committee
2	Weak	<ul style="list-style-type: none"> An audit committee is present, but its tasks are not clearly defined in the statutes. <p><u>Or</u></p> <ul style="list-style-type: none"> A finance committee is present which only has the competence to review and recommend the draft budget, to prepare financial statements, and/or to study the external auditor's report.
3	Moderate	<ul style="list-style-type: none"> The tasks and role of the committee are clearly defined in the organisation's statutes The committee oversees the internal audit The committee assesses the
4	Good	<ul style="list-style-type: none"> The tasks and role of the committee are clearly defined in the organisation's statutes The chair of the committee is an external expert The committee members have the necessary expertise to perform their functions The committee oversees the internal audit The committee assesses the quality of the internal control system, including risk management
5	State of the art	<ul style="list-style-type: none"> The tasks and role of the committee are clearly defined in the organisation's statutes The chair of the committee is an external expert and a (non-executive) member of the governing body The committee members have the necessary expertise to perform their functions The committee oversees the internal audit The committee draws up its own budget and is able to decide on the support of external advice at its own discretion The committee reviews the financial statements

		<ul style="list-style-type: none"> The committee assesses and monitor the quality of the internal control system, including risk management
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Indicator 3.2		
The organisation is externally audited according to internationally recognized standards		
Score		Conditions
1	Not fulfilled at all	No external audit
2	Weak	The organisation's finances are externally audited, but not according to internationally recognised standards
3	Moderate	The organisation's finances are externally audited according to internationally recognised standards, but not on an annual basis
4	Good	The organisation's finances are externally audited according to internationally recognised standards
5	State of the art	<ul style="list-style-type: none"> The organisation is externally audited according to internationally recognized standards The audit includes a review of the application and effectiveness of risk management procedures and risk assessment methodologies; a review of financial reports and accounting records, and; compliance with internal policies.

Indicator 3.3		
The organisation adopts an integrated internal control and risk management system		
Score		Conditions
1	Not fulfilled at all	No internal control system
2	Weak	Internal financial controls are not on a sufficiently high standard (COSO system or similar)
3	Moderate	Internal financial controls, applying the COSO system or similar, are on a sufficiently high standard
4	Good	<ul style="list-style-type: none"> Internal financial controls, applying the COSO system or similar, are on a sufficiently high standard In addition, the organisation adopts systematic controls to corruption risks connected with ISGBs

5	State of the art	<ul style="list-style-type: none"> Internal financial controls, applying the COSO system or similar, are on a sufficiently high standard In addition, the organisation adopts systematic controls to corruption risks associated with ISFs, including: <ul style="list-style-type: none"> payments to member federations payments to parties that are close to member federations <p>Such payments are controlled either directly or indirectly (Pieth, 2011, p.21):</p> <ul style="list-style-type: none"> Directly (each payment is controlled until it reaches the ultimate payee, for instance by entering into a direct contractual relationship with the latter; implementation and performance are then controlled through own accounting system, etc.) Indirectly (through access to audited financial statements; restricting cash payments to the absolute minimum; allow payments only to bank addresses or bank accounts which are defined in formal agreements; disallow any payments to bank addresses which are not in the country of residence or domicile of the payee; monitor the financial statements of the payees, which document the proper allocation of the funds)
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Indicator 3.4		
The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		
Score		Conditions
1	Not fulfilled at all	No ethics code within the organisation
2	Weak	Ethics code available, applicable to staff and senior officials, is available but it does not include all the components in 4
3	Moderate	The ethics code, applicable to staff and senior officials, includes the components in 4, but it is not clearly separated from the disciplinary code for athletes
4	Good	<p>The ethics code includes the following components:</p> <ul style="list-style-type: none"> The prohibition of bribery and extortion at all times and in any form Procedures covering the offer or receipt of gifts, hospitality or expenses in order to ensure that “such arrangements (a) are limited to reasonable and bona fide expenditures, and

		(b) do not improperly affect, or might be deemed to improperly affect, the outcome of a procurement or other business transaction” (ICC, 2008, art. 5)
5	State of the art	<p>In addition to the above components, the ethics code includes:</p> <ul style="list-style-type: none"> • Rules on charitable contributions • Rules on the selection, contracting and supervision of third parties <p>Furthermore, the organisation provides:</p> <ul style="list-style-type: none"> • Training • A helpline

Indicator 3.5		
The organisation has clear conflict of interest rules		
Score		Conditions
1	Not fulfilled at all	No conflict of interest rules are in place
2	Weak	Rules are in place but they are not sufficiently clear and/or they do not include at least one of the conditions in 4
3	Moderate	General conflict of interest rules are in place but they do not include all conditions in 4
4	Good	<ul style="list-style-type: none"> • Clear and consistent conflict of interest rules are in place. • They include the duty to abstain from voting in cases of conflict of interests regarding <ul style="list-style-type: none"> • hosting decisions • commercialisation decisions <p><u>and</u></p> <ul style="list-style-type: none"> • define an appropriate threshold • Furthermore, they include disclosure requirements and clearly describe the consequences for transgressors
5	State of the art	In addition to the points in 4, the organisation makes financial contributions to its member federations dependent upon the application of conflict of interest standards within these organisations

Indicator 3.6 The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in indicators 3.4 and 3.5		
Score		Conditions
1	Not fulfilled at all	There is no ethics committee or similar in place to check the application of the rules referred in indicators 3.4 and 3.5
2	Weak	<ul style="list-style-type: none"> The committee (or the general disciplinary body) cannot initiate proceedings on its own initiative (i.e., without referral by the President, the Secretary General or the governing body) <u>and/or</u> <ul style="list-style-type: none"> the committee members are not independent from the governing body and/or staff cannot report irregular behaviour committed by employees in the knowledge that they are afforded protection and safety (whistleblower protection)
3	Moderate	<ul style="list-style-type: none"> The committee has the power to initiate proceedings on its own initiative The committee members are not independent from the governing body <u>and/or</u> <ul style="list-style-type: none"> staff cannot report irregular behaviour in the knowledge that they are afforded (whistle-blower) protection
4	Good	<ul style="list-style-type: none"> The committee members are independent from the governing body The committee has the power to initiate proceedings on its own initiative Staff can report irregular behaviour in the knowledge that they are afforded (whistle-blower) protection
5	State of the art	<ul style="list-style-type: none"> The committee members are independent from the governing body The committee has the power to initiate proceedings on its own initiative The committee has its own budget The committee members are objectively recruited The committee members are appointed by the congress Staff can report irregular behaviour in the knowledge that

		<p>they are afforded (whistle-blower) protection</p> <ul style="list-style-type: none"> • Pre-set sanctions (e.g. disciplinary reprimands) are determined in order to address minor breaches • The committee is separated into an investigatory and an adjudicatory chamber or a similar separation of powers is provided
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Indicator 3.7 The organisation's decisions can be contested through internal channels specified in its governing document/s		
Score		Conditions
1	Not fulfilled at all	The organisation's decisions cannot be contested
2	Weak	<ul style="list-style-type: none"> • The members of the appeal committee belong to the governing body or to any of the standing committees of the organisation • And/or not every national association, club, player, official or member directly affected by a decision shall be entitled to appeal • Executive body decisions cannot be appealed internally
3	Moderate	<ul style="list-style-type: none"> • Any national association, club, player, official or member directly affected by a decision shall be entitled to appeal • The members of the appeal committee may not belong to the governing body or to any of the standing committees of the organisation <p><u>or</u></p> <ul style="list-style-type: none"> • The conditions in 4 are fulfilled, but the secretary general or president has the discretionary authority to refer cases to the committee.
4	Good	<ul style="list-style-type: none"> • Any national association, club, player, official or member directly affected by a decision shall be entitled to appeal • The members of the appeal committee may not belong to the governing body or to any of the standing committees of the organisation • The members of the appeal committee may not sit on the committee if the case being dealt with concerns themselves or players, clubs, officials or any other members of the national association to which they belong
5	State of the art	<ul style="list-style-type: none"> • Any national association, club, player, official or member

		<p>directly affected by a decision shall be entitled to appeal</p> <ul style="list-style-type: none"> • The members of the appeal committee may not belong to the governing body or to any of the standing committees of the organisation • The members of the appeal committee may not sit on the committee if the case being dealt with concerns themselves or players, clubs, officials or any other members of the national association to which they belong • The parties concerned are entitled to a hearing if they so desire
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Dimension 4. Solidarity

Indicator 4.1		
The organisation allocates specific resources for the global development of grass-roots activities		
Score		Conditions
1	Not fulfilled at all	The organisation does not allocate specific resources for the global development of grass-roots activities and does not promote the global development of grass-roots activities
2	Weak	The organisation promotes the global development of grass-roots activities but does not allocate specific resources
3	Moderate	The organisation allocates specific resources for the global development of grass-roots activities, but it does not consolidate these under a comprehensive strategy (approved or not approved by the Congress)
4	Good	<ul style="list-style-type: none"> • The organisation allocates specific resources for the global development of grass-roots activities and it consolidates these under a comprehensive strategy (not approved by the Congress)
5	State of the art	<ul style="list-style-type: none"> • The organisation allocates specific resources for the global development of grass-roots activities • The different programmes are consolidated under a comprehensive strategy, approved by the Congress

Indicator 4.2	
The organisation has a well-defined Social Responsibility (SR) strategy and/or programme	

Score		Conditions
1	Not fulfilled at all	The organisation does not make efforts towards achieving the area's in score 4 and 5
2	Weak	The organisation makes certain efforts towards achieving the area's in score 4 and 5, but it does not have a well-defined SR strategy and/or programme (s)
3	Moderate	<ul style="list-style-type: none"> The organisation makes certain efforts towards achieving the area's in score 4 and 5, but it does not have a well-defined SR strategy and/or programme(s) The organisation makes serious efforts (investments, programmes and/or international cooperation) to mitigate the negative externalities of international organised sports (e.g. human trafficking, doping prevention, match fixing, money laundering, etc.)
4	Good	<p>The organisation has a well-defined SR strategy and/or programme(s)</p> <ul style="list-style-type: none"> The strategy or programme(s) cover one of the following areas: Mitigating environmental degradation (not including degradation through event(s)) Improving the social, cultural, educational or psychological circumstances of marginalised and/or fractured communities (not including antidiscrimination and sexual harassment; legacy requirements for events; development of grassroots sports) <p>In addition, the organisation makes serious efforts (investments, programmes and/or international cooperation) to mitigate the negative externalities of international organised sports (e.g. human trafficking, doping prevention, match fixing, money laundering, etc.)</p>
5	State of the art	<p>The organisation has a well-defined SR strategy and/or programme(s)</p> <p>The strategy or programme(s) cover all of the following areas:</p> <ul style="list-style-type: none"> Mitigating environmental degradation (not including degradation through event(s)) Improving the social, cultural, educational or psychological circumstances of marginalised and/or fractured communities (not including antidiscrimination and sexual harassment; legacy requirements for events; development

		<p>of grassroots sports)</p> <p>In addition, the organisation makes serious efforts (investments, programme and/or international cooperation) to mitigate the negative externalities of international organised sports (e.g. human trafficking, doping prevention, match fixing, money laundering, etc.)</p>
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Indicator 4.3

The organisation has legacy requirements for communities in which its events are hosted

Score		Conditions
1	Not fulfilled at all	There are no legacy requirements.
2	Weak	<ul style="list-style-type: none"> The organisation adopts legacy requirements for the hosting of its major event These requirements are not specific and clear
3	Moderate	<ul style="list-style-type: none"> The organisation adopts social or sporting legacy requirements These requirements are specific and clear Bids to host the major event are evaluated based amongst others on the fulfilment of these requirements
4	Good	<ul style="list-style-type: none"> The organisation adopts social and sporting legacy requirements for the hosting of its major event These requirements are specific and clear Bids to host the major event are evaluated based amongst others on the fulfilment of these requirements by means of a scoring system
5	State of the art	<ul style="list-style-type: none"> The organisation adopts social and sporting legacy requirements for the hosting all its events These requirements are specific and clear Bids to host all events are evaluated based amongst others on the fulfilment of these requirements by means of a scoring system The fulfilment of these requirements is evaluated ex post

Indicator 4.4

The organisation adopts an environmental management system (ISO 14001, EMAS or similar) for its major events

Score		Conditions
1	Not fulfilled at all	The organisation does not adopt environmental requirements for its major events
2	Weak	<ul style="list-style-type: none"> Legacy requirements for the hosting of the organisation's major event are adopted These requirements are not specific and clear
3	Moderate	<ul style="list-style-type: none"> Legacy requirements for the hosting of the organisation's major event are adopted These requirements are specific and clear Bids to host the major event are evaluated based amongst others on the fulfilment of these requirements
4	Good	<ul style="list-style-type: none"> An environmental management system (ISO, EMAS or similar) is adopted for the organisation's major events Bids to host the major event are evaluated based amongst others on the fulfilment this requirement
5	State of the art	<ul style="list-style-type: none"> The organisation obliges an environmental management system (ISO, EMAS or similar) for its major events

Indicator 4.5

The organisation offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar

Score		Conditions
1	Not fulfilled at all	The organisation does not offer any form of consulting to member federations in the areas of organisations and management
2	Weak	The organisation provides basic information on its website in the areas of organisations and management, directed towards its member federations
3	Moderate	The organisation disseminates documentation in the areas of organisations and management among its member federations
4	Good	The organisation offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar
5	State of the art	The organisation adopts a comprehensive strategy for consulting to member federations in the areas of organisations and management through workshops, one to

		one advice or similar
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Indicator 4.6

Representatives from economically weaker member federations can apply for support to attend the general assembly

Score		Conditions
1	Not fulfilled at all	The organisation does not provide support for economically weaker member federations
2	Weak	The organisation provides support for federations, but it is not specifically directed towards economically weaker federations
3	Moderate	<ul style="list-style-type: none"> Representatives from economically disadvantaged member federations can apply for support to attend the general assembly or new communication technology (e.g. proxy voting) is used as an enabler There are however no clearly defined application procedures available
4	Good	<ul style="list-style-type: none"> Representatives from economically disadvantaged member federations can apply for support to attend the general assembly or new communication technology is used as an enabler There are clearly defined application procedures available
5	State of the art	<ul style="list-style-type: none"> Representatives from economically disadvantaged member federations can apply for support to attend the general assembly Reimbursed expenses are internally audited and reported New communication technology is used as an enabler There are clearly defined application procedures available

Indicator 4.7

The organisation adopts a clear anti-discrimination policy

Score		Conditions
1	Not fulfilled at all	The organisation does not adopt any of the discussed policies.
2	Weak	<p>The organisation takes certain measures towards fighting one of the following:</p> <ul style="list-style-type: none"> Internal anti-discrimination and anti-harassment measures;

		<ul style="list-style-type: none"> Measures directed towards combating discrimination in sport.
3	Moderate	<p>The organisation only adopts one of the following:</p> <ul style="list-style-type: none"> A clear internal anti-discrimination and anti-harassment policy; A clear policy directed towards combating discrimination in sport.
4	Good	<ul style="list-style-type: none"> The organisation adopts a clear internal anti-discrimination and antiharassment policy; The organisation adopts a clear policy directed towards combating discrimination in sport.
5	State of the art	<ul style="list-style-type: none"> The organisation adopts a clear internal anti-discrimination and antiharassment policy; The organisation adopts a clear policy directed towards combating discrimination in sport; The policies address discrimination based on at least 3 of the following: <ul style="list-style-type: none"> Race, ethnic origin or skin colour Nationality Gender Ability Sexual orientation Religious or political convictions Illness Sensory impairments Learning difficulties Age.

Appendix B

LIST OF 35 OLYMPIC INTERNATIONAL SPORTS FEDERATIONS

No	Organization
1	International Boxing Association
2	Badminton World Federation
3	Fédération Equestre Internationale
4	International Basketball Federation
5	International Bobsleigh and Skeleton Federation
6	International Fencing Federation
7	Fédération Internationale de Football Association
8	International Gymnastics Federation
9	International Hockey Federation
10	International Luge Federation
11	Fédération Internationale de Natation
12	International Ski Federation
13	International Rowing Federation
14	Fédération Internationale de Volleyball
15	International Association of Athletics Federations
16	International Biathlon Union
17	International Canoe Federation
18	International Golf Federation
19	International Handball Federation
20	International Ice Hockey Federation
21	International Judo Federation
22	International Sailing Federation
23	International Shooting Sport Federation

24	International Skating Union
25	International Tennis Federation
26	International Table Tennis Federation
27	International Triathlon Union
28	International Weightlifting Federation
29	Union Cycliste Internationale
30	Union Internationale de Pentathlon Moderne
31	United World Wrestling
32	World Archery Federation
33	World Rugby
34	World Taekwondo Federation
35	World Curling Federation

국문초록

캄보디아 국가 올림픽위원회의 훌륭한 거버넌스 평가

Sophoan Buy

글로벌스포츠매니지먼트 전공

체육교육과

서울대학교 대학원

본 연구는 캄보디아 국가 올림픽위원회 (NOCC)의 올바른 거버넌스의 척도를 측정하기 위해 설계되었으며, 동시에, 조직을 개선하기 위한 조직의 강점과 약점을 밝히고자 하였다.

처음 네 가지 연구 문제는 조직의 현상태를 측정하기 위해 선행연구에서 개발된 굿거버넌스 측정 프레임워크를 이용하여 조직내의 각영역별 척도를 측정하고, 이후 굿거버넌스를 위한 권장사항을 발견하기 위해 선행사례들을 조사하기 위해 수립되었다.

위 연구문제를 수행하기 위해 질적 연구 방법을 선택하여 연구에 이용되었으며. 문서 분석은 Play the Games와 덴마크 스포츠 연

구소가 개발 한 Sports Governance Observer (SGO) 자체 평가 도구를 적용하여 NOCC의 현재 거버넌스 수준을 확인하는 데 사용되었다.

SGO는 선량한 지배 구조, 즉 투명성, 민주주의, 견제와 균형, 연대와 관련하여 가장 중요한 4 가지 구성 요소로 구성되어있다. 이 요소를 이용하여 반 구조적 인터뷰를 실시하였고, 이를 통해 조직 내에서 훌륭한 조직경영 관행을 강화하기 위해 어떤 프레임 워크가 채택되어야 하는지를 도출하는 다섯 번째 연구 질문을 설정하였다.

SGO분석결과 NOCC의 굿거버넌스 척도의 결과가 만족스럽지 못하다는 것을 도출해 냈으나, 특히 4가지 척도 중 민주적인 프로세스와 연대라는 2 가지척도에서는 평균 이상으로 점수가 도출되었다. 그러나 여전히 다른 두 가지 차원은 매우 낮은 점수를 받았다. 결과적으로 이를통해 실행력을 향상시키기위한 추가 노력과 중점이 필요하다는 잠정적인 결론을 얻을 수 있었다.

위와같은 결론을 통해 본 연구는 결과적으로 가장 낮은 점수를 받은 두 가지 차원, ‘투명성과 점검성 및 균형유지’를 개선하기위한 적절한 개념 프레임 워크를 설계하였다. 또한 제안 된 프레임워크가성공적으로 적용되도록하기 위해 조직의 번영을 보장하기 위한 조

직의 일상적인 관리, 행정인력의 감독을 강화하고 NOCC의 집행위원회, 특히 집행위원회의 집행에 대해 책임성을 강화해야한다는 결론을 내릴 수 있었다.

주요어: 좋은 정치, 스포츠 거버넌스, 스포츠 조직, 비영리 조직, 캄보디아 스포츠 조직의 훌륭한 거버넌스

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